



City of Frisco, Texas **2006 COMPREHENSIVE PLAN**

Chapter 2: Visioning

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Table of Contents

<i>Introduction</i>	<i>2.1</i>
<i>The Public Input Process</i>	<i>2.3</i>
Comprehensive Plan Advisory Committee	2.3
Neighborhood Workshops	2.3
Land Use Charrettes	2.4
Public Notification	2.4
Comprehensive Plan Advisory Committee (CPAC) Actions	2.5
City Actions	2.5
Community-Based Organizations	2.6
<i>The Neighborhood Workshops</i>	<i>2.7</i>
Introduction	2.7
The Visual Character Survey	2.8
Key Concepts from the Neighborhood Workshops VCS Results	2.10
The Hand-Out Questions	2.13
Question #1: What is the best visual characteristic of Frisco?	2.14
Question #2: What is the one visual characteristic about Frisco that someone considering moving to the City should know?	2.15
Question #3: What is the worst visual characteristic of Frisco?	2.15
Question #4: Generally, if you could change one thing about Frisco, what would it be?	2.16
Question #5: Generally, what is one other city that you feel is better than Frisco, and why?	2.16
Question #6: What do you consider to be your neighborhood?	2.18
Question #7: What is the best characteristic of your neighborhood?	2.19
Question #8: What is the worst characteristic of your neighborhood?	2.19
Question #9: Do you envision yourself living in Frisco in 10 years, 20 years, and/or 50 years?	2.20
Question #10: Describe the City of Frisco that you would like to see in 10 years, 20 years, and/or 50 years?	2.20
Issue Identification	2.21
Conventional Development vs Neo-Traditional Development & Residential Diversity	2.22
Environment 24	



Transportation.....	2.24
Uniqueness/Urban Design.....	2.25
Voting on Preferred Type of Development.....	2.26
In Conclusion.....	2.26

The CPAC Visual Character Survey & Questions.....2.29

Key Concepts from the CPAC VCS Results.....	2.29
The CPAC Hand-Out Questions	2.35
Question #1: What is the best visual characteristic of Frisco?.....	2.35
Question #2: What is the one visual characteristic about Frisco that someone considering moving to the City should know?	2.36
Question #3: What is the worst visual characteristic of Frisco?.....	2.36
Question #4: Generally, if you could change one thing about Frisco, what would it be?.....	2.36
Question #5: Generally, what is one other city that you feel is better than Frisco, and why?	2.37
Question #6: What do you consider to be your neighborhood?	2.38
Question #7: What is the best characteristic of your neighborhood?.....	2.38
Question #8: What is the worst characteristic of your neighborhood?.....	2.38
Question #9: Do you envision yourself living in Frisco in 10 years, 20 years, and/or 50 years?	2.39
Question #10: Describe the City of Frisco that you would like to see in 10 years, 20 years, and/or 50 years?	2.40
General Observations: Neighborhood Workshop Results & CPAC Results.....	2.42

Input from High School Students—Visual Character Survey & Issue

Identification2.43

Key Concepts from the HSS VCS Results.....	2.43
Issue Identification.....	2.49
Conventional Development vs Neo-Traditional Development	2.49
Environment	2.49
Transportation.....	2.50
General Observations: HSS Results	2.50

Focus Groups & Stakeholder Interviews2.51

Communication with the City.....	2.51
Geographic & Population Growth.....	2.52



Employment Challenges.....	2.52
Downtown Frisco.....	2.52
Housing Diversity.....	2.53
Transit	2.53
City Identity.....	2.54
Parks & Trails.....	2.54
Flexible/Innovative Subdivision Design	2.54
<i>SWOT Analysis—STRENGTHS-WEAKNESSES-OPPORTUNITIES-THREATS</i>	<i>2.55</i>
Aspects/Characteristics of Frisco Considered	2.56
<i>Challenges & Opportunities Diagram.....</i>	<i>2.65</i>
Challenges	2.65
Opportunities	2.65
<i>The Vision Statement.....</i>	<i>2.69</i>

List of Tables, Images & Plates

Tables

Table 2-1 NEIGHBORHOOD WORKSHOP HANDOUT QUESTION #9 – ANSWERS, City of Frisco, Texas.....	2.20
Table 2-2 NEIGHBORHOOD WORKSHOPS—PREFERRED TYPE OF DEVELOPMENT RESPONSES, City of Frisco, Texas.....	2.27



Images

Image 2-1 NEIGHBORHOOD WORKSHOPS – AREA, LOCATION & ORDER2.7

Image 2-2 VISUAL CHARACTER SURVEY (VCS) SCORING SCALE.....2.8

Image 2-3 EXAMPLE IMAGE ILLUSTRATING HIGH STANDARD DEVIATION IN RELATION TO VCS SCORING.....2.9

Plates

Plate 2-1 CHALLENGES & OPPORTUNITIES DIAGRAM.....2.67



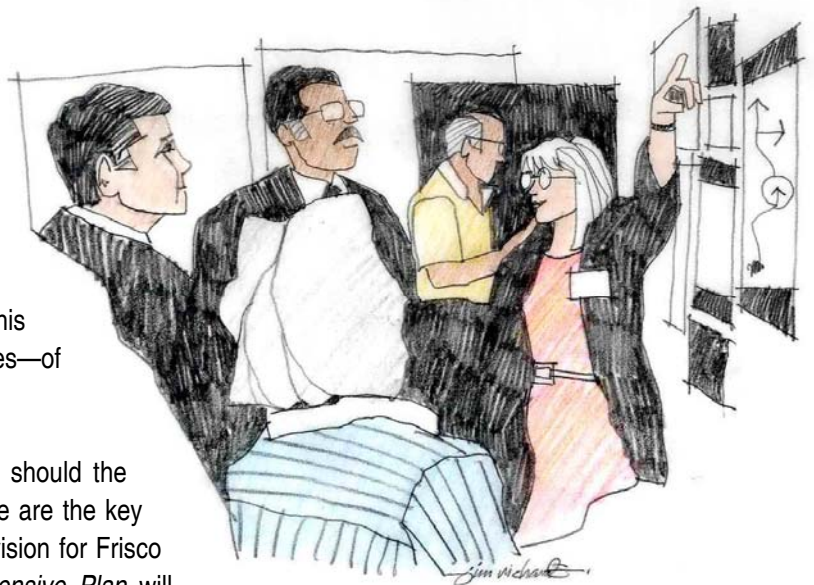
2006 COMPREHENSIVE PLAN

"You see things and you say 'Why?', but I dream things that never were and I say 'Why not?' "

- George Bernard Shaw

Introduction

The *Snapshot of the City*, Chapter 1, provides a foundation for this *2006 Comprehensive Plan*. It does this generally by outlining facts about Frisco and concepts, such as livability and sustainability, that should be considered. This chapter also provides a foundational element for this Plan, but in a very different way. Instead of facts and concepts, this *Visioning* chapter outlines needs and desires—of the City and of its citizenry.



What does the future hold for Frisco? What should the City be like in the year 2010 or 2020? These are the key questions that this chapter addresses. The vision for Frisco that is described within this *2006 Comprehensive Plan* will help shape and direct growth and development for the next 10 years and beyond. In order to do this effectively, this Plan should be premised upon a shared vision of the citizenry and the stakeholders of what Frisco should and will become as it grows, attains its anticipated build-out configuration, and becomes a mature, sustainable City.

In order to create this shared vision, an extensive public participation process was undertaken, as described within the first section of this chapter. The second section describes the Neighborhood Workshops, which provide four different opportunities in four different areas of the City for citizens to provide input into this comprehensive planning process. The section following describes specific input from the Comprehensive Plan Advisory Committee (CPAC) based on a Visual Character Survey (VCS) and a series of questions. The fourth section outlines information obtained from some Frisco high school students, specifically their responses to the VCS and the major issues they perceive are facing the City. Section five discusses the various focus groups and stakeholder interviews that were conducted as part of the public participation endeavor for this *2006 Comprehensive Plan*. A Strengths-Weaknesses-Opportunities-Threats (SWOT) Analysis follows in the next section; a SWOT analysis examines various aspects of Frisco to determine how they are or may be impacting the





City. Section seven puts forth an *Challenges and Opportunities Diagram (Plate 2-1)*, which identifies particular potential problems and special opportunities for physical development in the City. And finally, the eighth section brings all of this input together in a culminating Vision Statement; this is an encompassing statement that describes the overriding needs and desires of Frisco's citizens, leaders, and stakeholders that were stated throughout the chapter of what Frisco should ultimately be in the future.

The Public Input Process

Frisco's leaders and staff and leaders have actively pursued and facilitated an extensive public participation process since the beginning of this comprehensive planning process. The City began formulating a public participation action plan beginning in September of 2004, as soon as the effort to undertake this comprehensive plan project was approved by the City Council. This section describes the public input process that occurred as part of this *2006 Comprehensive Plan*.

Comprehensive Plan Advisory Committee

To help the City and the Consultant Team with the planning process, the City Council appointed 23 citizens to serve as a Comprehensive Plan Advisory Committee (CPAC). Appointments were made with consideration toward ensuring that the CPAC would consist of geographically diverse and issue-diverse members. Therefore, the CPAC's membership represents a cross-section from the community and has strived to be representative of various views and interests of citizens throughout Frisco. For example, CPAC members include developers, community leaders, business representatives, church leaders, and school district representatives.

Numerous CPAC meetings have been held throughout this comprehensive planning process. All meetings have been open to the general public, and were publicly advertised. The first meeting occurred in January of 2005. Subsequent meetings were held monthly or bimonthly every month thereafter, except during April of 2005 when the Neighborhood Workshops were held.

CPAC members have played a vital role in this process, and it is impossible to overstate their contribution. Committee members have served the role of liaison between the City and its citizenry by providing input on visioning, proposed Plan policies and recommendations, and drafts of the various Plan chapters. Members have also been very active in public outreach efforts (described in a following section of this chapter). This process would not have been as expedient, as complete in ideas and concepts, nor as generally successful without the members of CPAC.

Neighborhood Workshops

The workshops held in April 2005 are described in detail in the *Neighborhood Workshops* section of this chapter. Generally, four workshops were held in four geographically separate areas of the City. Over 145 Frisco citizens participated, providing invaluable input into this planning process. Many CPAC members participated in the Neighborhood Workshops as well.



Land Use Charrettes

A Land Use Charrette is an interactive input process between the public, City staff, City leaders, CPAC members, and the Consultant Team. Two such charrettes were conducted following the initial drafting of the *Future Land Use Plan* (finalized draft map, *Plate 4-2*, page 4.10). The first was held with the CPAC, and the second with the general public. The following charrette process was used at both:

- ❖ Participants were separated into small groups to allow for maximum input.
- ❖ Each group was led by a member of the Consultant Team and/or the City's Planning and Development Services Department staff.
- ❖ Each group was shown the draft *Future Land Use Plan*, and was informed about how certain proposed land use decisions were made.
- ❖ Each group was asked to provide input by asking questions, by proposing alternative land uses in any area of the City, and by generally brainstorming about what the land use pattern in Frisco should be. In most cases, a group consensus about issues and ideas was established.
- ❖ The issues and ideas from each group were then presented to all participants at the meeting.

As a result of these charrettes, the CPAC, the Consultant Team, and City staff were able to analyze the established issues and ideas, and were then able to make decisions about how to integrate them into the proposed *Future Land Use Plan*.

Public Notification

Several different methods were used to educate the public on their opportunity to participate in the City's planning process. City staff and its representatives were aided in this education effort by the CPAC and various citizen groups. There is no way to fully and accurately reflect all these efforts, but described below are some of the actions taken by each group.



COMPREHENSIVE PLAN ADVISORY COMMITTEE (CPAC) ACTIONS

Following is a list of some of the actions taken by CPAC members that increased public knowledge of the planning process and/or helped facilitate a positive public input experience, with the end result of increasing participation in this planning process:

- ❖ Emailed, phoned, and met with homeowner association members;
- ❖ Distributed flyers via email, posting in public places, and within their neighborhoods;
- ❖ Reached out to their neighbors, personally within their own neighborhood as well as across neighborhoods, to follow up with citizen inquiries made to City staff;
- ❖ Made phone calls to invite friends and family to participate;
- ❖ Addressed members of other committees and boards with which they are presently active;
- ❖ Initiated publication of newsletters, bulletins, and/or had articles published on their behalf;
- ❖ Obtained food and beverage donations for the neighborhood workshops; and
- ❖ Conducted an elementary school campaign to inform families with young children on the opportunity the families had to participate in planning for the City's future.

CITY ACTIONS

Following is a summary of actions that the City or its representatives have taken to inform the public on their opportunity to comment, get involved, and learn more about the long range planning process:

- ❖ Press Releases and Public Service Announcements;
- ❖ Focal Point Articles;
- ❖ Recording and Broadcast of CPAC meetings;
- ❖ *2006 Comprehensive Plan* Web page:
 - Agenda & Minutes posted with overviews and status reports of planning process,
 - Calendar posted listing events and meetings months in advance,
 - Overview of this Comprehensive Plan project,
 - Project Status and milestone updates, and
 - Millennium Plan, Future Land Use Plan (map that the City currently uses), and highlights of current plan;
- ❖ 25,000 citizens reached from various City Council members' electronic newsletter distribution;
- ❖ Focus Groups and interviews established and conducted (see page 2.51);
- ❖ Mayor Simpson proclaimed April (the month in which the Neighborhood Workshops were held) as the *Month of Public Participation*;
- ❖ 14,000 flyers distributed through Frisco Independent School District (FISD);





- ❖ 26,000 flyers distributed with water bills mailed to each household and business;
- ❖ Invitation posted on Community Bulletin Boards including:
 - Frisco Government Access Channel,
 - Frisco ISD Community Calendar on their website, and
 - Frisco-First.com Community Events Calendar;
- ❖ Invitation to the Neighborhood Workshops posted within Dallas Business Journal;
- ❖ Four Town Hall Meetings at which the status of the comprehensive planning process was presented; and,
- ❖ Twenty-five civic signs posted one week in advance of the Neighborhood Workshops within each of the four quadrants of the City in which the workshops were held.

COMMUNITY-BASED ORGANIZATIONS

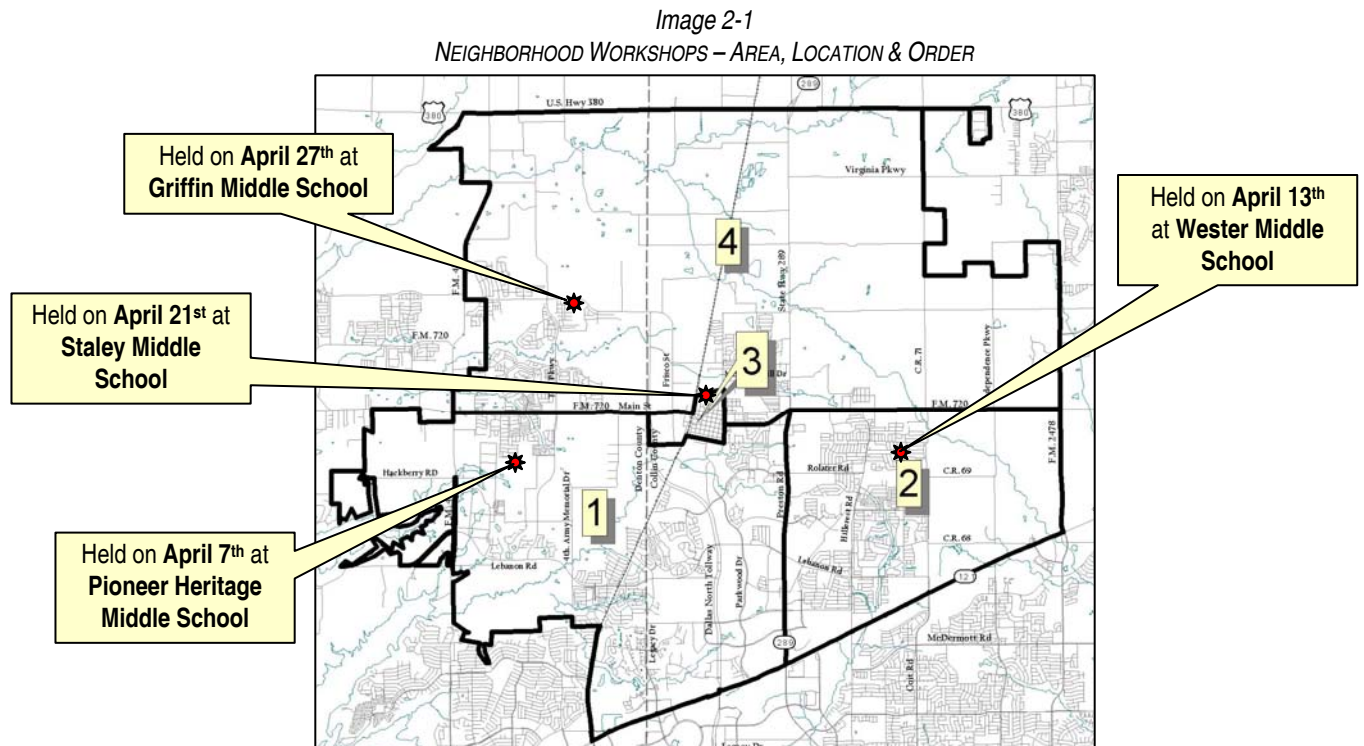
Numerous community-based organizations were also invited to participate in the planning process. Such groups attended the neighborhood workshops attended the Public land Use Charrette, and/or attended CPAC meetings. Many citizens were interviewed in focus groups or by telephone. These groups include the following:

- ❖ Church Boards,
- ❖ Home Owners Associations,
- ❖ PTA/PTO groups at FISD,
- ❖ Centennial High School Social Studies and History Classes,
- ❖ Seniors Groups,
- ❖ Downtown Merchant's Association,
- ❖ Downtown Revitalization Committee,
- ❖ Chamber of Commerce Members,
- ❖ Men and Women's Business Clubs,
- ❖ Public Arts Board,
- ❖ Heritage Association,
- ❖ Community Development Corporation,
- ❖ Economic Development Corporation,
- ❖ Convention and Visitors Board,
- ❖ Parks and Recreation Board,
- ❖ Housing Trust Fund Board,
- ❖ Housing Authority Board, and
- ❖ Board of Adjustments/Construction Board of Appeals.

The Neighborhood Workshops

Introduction

In April 2005, four Neighborhood Workshops were held in various areas of Frisco in order to obtain information about important issues facing the City, from the citizens' point of view. *Image 2-1* shows how the City was divided geographically for the workshops. Each Neighborhood Workshop location is shown, along with the corresponding sequential order in which they were held.



Each Neighborhood Workshop began with an introduction of City staff and the Consultant Team, followed by a presentation of the *Snapshot of the City* by the Consultant Team. A Visual Character Survey (VCS) was administered (this survey process is explained in detail in the following section of this chapter). At the conclusion of the VCS, respondents were asked to answer 10 questions about the City and about their neighborhood areas. After the planning overview, VCS, and questionnaire, citizens divided into small groups to discuss important planning issues facing Frisco now and in the future. At the conclusion of the night, participants were given adhesive dots and were asked to consider which type of development they preferred—conventional development or neo-traditional development. Images of the two types of

development were placed side-by-side on one large board, and people showed their preference by placing their adhesive dot on the preferred side. The following sections describe each part of the Neighborhood Workshops, beginning with the Visual Character Survey.

The Visual Character Survey

A Visual Character Survey (VCS) is a technique where respondents are asked to score a series of photographs (images) based on their preferences with regard to what they find to be visually preferable. The images illustrate various aspects of the developed environment. Although it is not necessarily scientific, the VCS is an effective method of receiving attitudinal, aesthetic-based input, since the survey allows respondents the ability to view real-world examples of developed areas and elements.

The Visual Character Survey that was developed specifically for Frisco was the result of 1) issues identified by the Comprehensive Plan Advisory Committee (CPAC), and 2) reactions of CPAC members to a draft VCS that was given to the members prior to the Neighborhood Workshops being conducted. The various subjects presented in the VCS were the following:

- ❖ Duplex development;

❖ Entryway features;

❖ Mixed use development;

❖ Multiple-family development;

❖ Open space in relation to development;

❖ Public spaces;

❖ Retail development;
- ❖ Sidewalk integration;

❖ Single-family development;

❖ Single-family zero-lot-line development;

❖ Street design;

❖ Townhome development; and

❖ Transit options.

Respondents were asked to rate 135 images that related to these subjects according to the following scale:

Image 2-2
VISUAL CHARACTER SURVEY (VCS) SCORING SCALE

SCORING EXPLANATION										
-5	-4	-3	-2	-1	0	1	2	3	4	5
highly		strongly		somewhat	NEUTRAL		somewhat		strongly	highly
INAPPROPRIATE						APPROPRIATE				

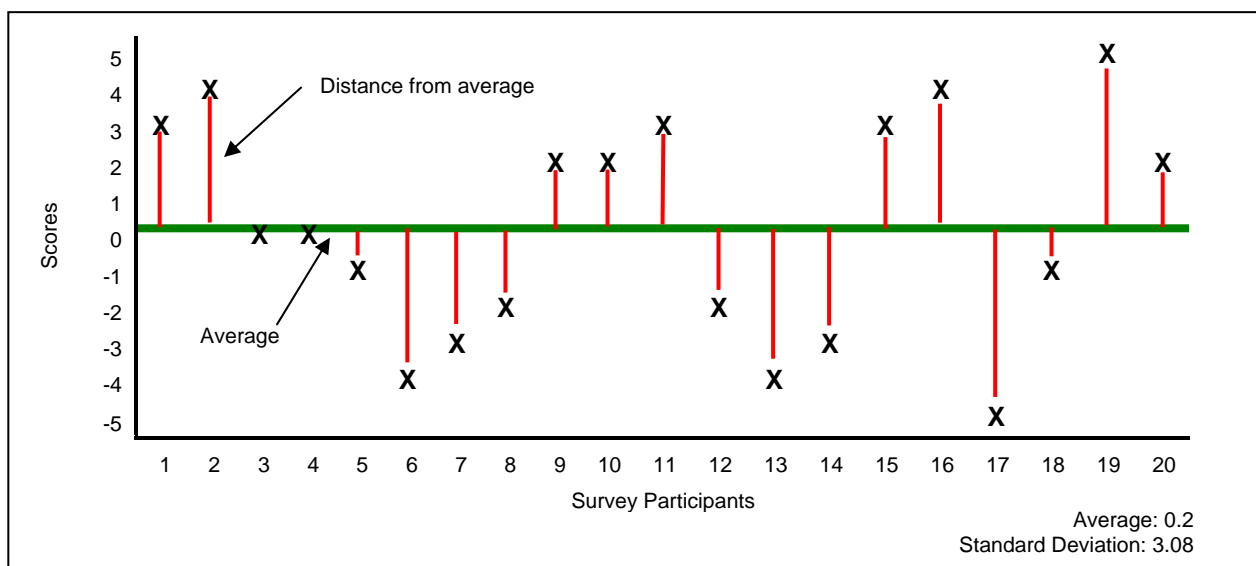


Respondents were asked to consider several questions about each image as they rated them:

- ❖ Do I like or dislike the image?
- ❖ By what value [or rating] do I like or dislike it?
- ❖ Is it appropriate or inappropriate for Frisco?

In evaluating the results of the VCS, two primary statistics are used. First is the average score of each image. Second is the standard deviation (abbreviated as “S. Deviation”) that resulted from the scoring of each image. Standard deviation is a measure of how widely values are dispersed from the average value (the mean)²⁻¹, or in other words, how tightly various values are clustered around the average in a set of data²⁻². The image below graphically depicts the concept of high standard deviation. In the case of the VCS images, standard deviation can be described as a measurement of the consistency or inconsistency in individual responses to a specific image.

Image 2-3
EXAMPLE IMAGE ILLUSTRATING HIGH STANDARD DEVIATION IN RELATION TO VCS SCORING



Following are the cumulative results of all of the neighborhood workshops. These results represent 145 total participants (from all Neighborhood Workshops) rating 135 images. Overall high and low scoring images are shown first, followed by the highest and lowest scoring images compiled by the subject headings listed above. Any comments about the images made by participants are also included.

²⁻¹ Microsoft Excel calculation description.

²⁻² Niles, Robert. *Standard Deviation*. Journalism.org website.



KEY CONCEPTS FROM THE NEIGHBORHOOD WORKSHOPS VCS RESULTS

In the interest of brevity, the specific images that were rated by participants as highest, lowest, etc. are not included here. Detailed results can be found in *Appendix A* and *Appendix B* of this *Comprehensive Plan*. The following is a bulleted summary of the key concepts that can be taken from participants' scoring of the Visual Character Survey (VCS):

❖ Highly Rated Images

- All of the most highly rated images are those depicting public/pedestrian-oriented spaces and open spaces close to development, with the exception of one image. Participants commented that they liked the openness of the images, the pedestrian elements such as benches, and the water and greenery. The only other image type that was highly rated was of townhomes.
- This can be interpreted to mean that citizens of Frisco want places to gather and to experience the outdoors in areas with water features and landscaped/open space areas. It can also be interpreted that citizens are amenable to residential housing types other than single-family detached if they are well-designed.



This Public Space Image had the Highest Score at "4.4"

❖ Low Rated Images

- Unlike the highly rated images, there was not one type of image that was the focus of the lower rated images. Image types varied from street design to single-family to mixed use. From the comments made, however, key elements that Frisco citizens did not like from the images included visually congested areas, density that lacks good design, and developments that lack uniqueness or character.
- This can be interpreted to mean that citizens of Frisco want places that are easy to discern visually, that are clean-looking and uncluttered. Also, residential housing types, including single-family, that are not architecturally interesting are not well-received.



This Street Design Image had the Lowest Score at "(-) 3.4"



❖ Standard Deviation

- In terms of standard deviation, the image that was most agreed upon was an image that depicted a public space. The image that was most disagreed upon was an image that depicted a roundabout roadway design.
- This can be interpreted to mean that citizens of Frisco are universal in their desire for gathering space, but are divided on whether or not unique roadway designs like roundabouts are appropriate for Frisco.



This Street Design (Roundabout) Image had the Highest Amount of Standard Deviation at "3.29"

❖ Duplex Development – Duplexes were not highly rated, regardless of design.

❖ Entryway Features – Entryway images were generally highly rated. No image depicting entryways received a negative average score. Citizens generally like entryway features that announce a specific area.

❖ Mixed Use Development -

- Images depicting mixed uses were generally well received. However, if the image depicted a mixed use area that had tall buildings, not much architectural detail, or lacked greenery, the image was not highly rated.
- Citizens generally like the concept of mixed use development, but the design has to be well-executed.



Mixed Use Image – Average Score "1.5"
& High Level of Standard Deviation

❖ Multiple-Family Development

- Multiple-family development images were not highly rated, regardless of design.
- However, many of the mixed use development images shown had multiple-family uses, and therefore, this can be interpreted to mean that multiple-family uses within mixed use areas may be more acceptable to citizens.

❖ Open Space in Relation to Development – All images of this type were highly rated. Citizens are definitely in favor of integrating open space into developed areas.



Mixed Use Image Integrating Multiple-Family – Average Score "2.7"



- ❖ Public Spaces – All images of this type were highly rated, with the exception of one image that depicted such an area that was not well-designed. Citizens are definitely in favor of creating more public gathering areas, especially ones that integrated water, fountains, trees, and art into the design.

- ❖ Retail Development

- Ratings of retail development images varied, but no images rated higher than “2.6” (on a positive scale of “1” to “5”). This is an interesting result, given that single-use retail areas are the most prevalent (compared to mixed use areas) and that such areas are being developed on a daily basis throughout Frisco, the region, and the country.
 - This can be interpreted to mean that while citizens realize the need and desire for retail areas, the design of such areas is lacking.



Retail Image – Average Score “2.5”

- ❖ Sidewalk Integration – All images of this type were highly rated. Citizens are definitely in favor of integrating sidewalks into developed areas and creating areas that are pedestrian-focused.

- ❖ Single-Family Development

- Most of the images of this type were highly rated.
 - Lower rated images were of homes that were smaller than those typically found in Frisco, and/or were designed in an older-looking architectural style (such as craftsman, with clapboard facades), and/or were lacking in architectural interest.
 - Citizens are in favor of single-family homes that reflect quality and good design; small homes are not generally well received.



Single-Family Images – Average Scores of “1.9” & “1.4” Respectively

- ❖ Single-Family Zero-Lot-Line Development

- Ratings of images depicting zero-lot-line homes varied, but no images rated higher than “2.3” (as shown previously).
 - Many comments were made about the images looking cramped or crowded. This could be interpreted to mean that citizens are amenable to the concept of zero-lot-line homes, but that the design of such homes has to be of high quality and visual appeal.



❖ Street Design

- Ratings of street design images varied widely. Images with bicycle lanes, street trees, and medians were the highest rated, while those with wide expanses of pavement and with on-street parking were the lowest rated. Ratings for images depicting roundabouts were also mixed, and comments varied from “will people get it?” to “wicked cool.”
- This could be interpreted to mean that citizens are in favor of streets designed such that bicycles and people can be accommodated, as opposed to just the automobile. Greenery, such as landscaping and trees, along the street and in medians is also very well received.

❖ Townhome Development

- Ratings of images depicting townhomes varied, but were more highly rated than duplexes or zero-lot-line homes. Many comments were made about the images depicted being well-designed or very poorly designed, suggesting a strong connection to the visual appeal of townhomes in how they were rated. This contrasts with the way in which duplexes and zero-lot-line homes were rated, with overall generally low averages. Only one image received a negative average score.
- This could be interpreted to mean that citizens are in favor of townhomes, as long as the design of such homes is high quality and well-executed.



Townhome Image – Average Score “2.6”

❖ Transit Options (including Transit-Oriented Development images)

- Ratings of images depicting various forms of transit and related development varied widely, with no images rating higher than “2.5.” The form of transit depicted had an effect on how the images were rated, suggesting that the form that transit takes makes a large difference in how well the concept is received.
- The form of transit options rated from high to low as follows—commuter rail (average of “1.8”), trolley (average of “1.4”), and bus (average of “0.8”).
- Transit-oriented development was received similarly to other forms of higher density development, with a correlation between the design of the image-depicted development and how the image was rated. Again, it can be interpreted that density itself in relation to transit-oriented development is not the central issue—it is the quality and way in which the design is executed that seems most important.

The Hand-Out Questions

The citizens who attended the Neighborhood Workshops were asked to answer a few open-ended questions at the end of the VCS handout. The following list of questions was asked of the participants. The first few related to visual and aesthetic elements of the City, while the rest related to how they felt about their neighborhoods and about living in Frisco in general.



Question #1: What is the best visual characteristic of Frisco?

Question #2: What is one visual characteristic about Frisco that someone considering moving to the City should know?

Question #3: What is the worst visual characteristic of Frisco?

Question #4: Generally, if you could change one thing about Frisco, what would it be?

Question #5: Generally, what is one other city that you feel is better than Frisco, and why?

Question #6: What do you consider to be your neighborhood?

Question #7: What is the best characteristic of your neighborhood?

Question #8: What is the worst characteristic of your neighborhood?

Question #9: Do you envision yourself living in Frisco in 10 years, 20 years, 50 years?

Question #10: Describe the City of Frisco that you would like to see in 10 years, 20 years, 50 years.

Participants were given 10 to 15 minutes to complete their answers. The answers to these questions are summarized in the following sections.

QUESTION #1: WHAT IS THE BEST VISUAL CHARACTERISTIC OF FRISCO?

- ❖ The open space
- ❖ The public art
- ❖ The parks (Frisco Common, Hall Office Park)
- ❖ The open, casual feel of the City
- ❖ The small-town feel
- ❖ Downtown (its unique character)
- ❖ The street design of Preston Road (landscaping and art), Legacy, Lebanon, and Gaylord
- ❖ Frisco Square
- ❖ City managers with foresight
- ❖ The newness (of the buildings)
- ❖ That Frisco is family-oriented
- ❖ Stonebriar Centre (and its design)
- ❖ The Ballpark/new sports buildings/sports complex area
- ❖ The single-family neighborhoods
- ❖ The fountains/water features
- ❖ Frisco Bridges
- ❖ The mix of rural and urban areas
- ❖ The retail (mix of styles, proximity, restaurants)
- ❖ The neighborhood schools
- ❖ The undeveloped parts
- ❖ The trees
- ❖ The emphasis on the pioneer and the cattle drives



Local Public Art Emphasizes Frisco's History



QUESTION #2: WHAT IS THE ONE VISUAL CHARACTERISTIC ABOUT FRISCO THAT SOMEONE CONSIDERING MOVING TO THE CITY SHOULD KNOW?

- ❖ Good housing designs
- ❖ Good neighborhoods
- ❖ Good schools
- ❖ The public art
- ❖ There is a lot of new construction
- ❖ Downtown
- ❖ Frisco Square
- ❖ Stonebriar Centre
- ❖ Preston Road area (the related retail)
- ❖ The attention to aesthetics
- ❖ There are places to eat, live and shop (convenience)
- ❖ There is too much of the same thing
- ❖ There is something for everyone
- ❖ There is exciting retail
- ❖ It is accessible to a lot of things
- ❖ The sports facilities (for young and old)
- ❖ There are traffic concerns/problems
- ❖ The cleanliness
- ❖ The open spaces (open public spaces)
- ❖ The newness
- ❖ The great parks with art and water features (Hall Office Park, Central Park, Frisco Commons, playgrounds, parks and trails planned)
- ❖ The sidewalks
- ❖ Family-friendly
- ❖ It is beautiful, pretty
- ❖ There is not a lot of diversity
- ❖ Combined use of facilities



A Local Neighborhood Park in Frisco

QUESTION #3: WHAT IS THE WORST VISUAL CHARACTERISTIC OF FRISCO?

- ❖ Downtown
- ❖ State Highway 121
- ❖ The construction, specifically roads and houses
- ❖ The telephone poles and wires/power lines
- ❖ The residential architecture in the newer subdivisions (i.e., "cookie-cutter")
- ❖ The battery plant
- ❖ The cement batch plants on SH 121
- ❖ Stonebriar Centre
- ❖ Preston Road
- ❖ Too much multiple-family
- ❖ The old apartments and homes in the old area of the City
- ❖ Traffic
- ❖ Sprawl (no continuity)
- ❖ Too many big box retailers
- ❖ The older, "boxy" retail development (strip malls)
- ❖ The trailer park on Lebanon
- ❖ The City's starting to look like Plano
- ❖ Deteriorating fences
- ❖ Walls lining the streets
- ❖ Few mature trees
- ❖ Outside storage (equipment out in the open)
- ❖ Businesses that are run-down looking
- ❖ Light pollution
- ❖ No visual impact at entry points into the City
- ❖ Large parking lots
- ❖ The railroad
- ❖ The sameness of development





QUESTION #4: GENERALLY, IF YOU COULD CHANGE ONE THING ABOUT FRISCO, WHAT WOULD IT BE?

- ❖ Create Grand Park
- ❖ Establish pedestrian and bicycle trails that link the entire City
- ❖ Improve Downtown Frisco—make it historical and visitor friendly, pedestrian-oriented
- ❖ Improve the roadways to address traffic congestion (prior to new development; make them safer)
- ❖ Make the roadways more visually appealing (like boulevards, with trees and medians; winding)
- ❖ Create better parks and more parks (specifically community parks)
- ❖ Provide public transportation (mass transit)
- ❖ Provide more open space, especially in neighborhoods
- ❖ Provide more trees
- ❖ Eliminate or move the plants (batch plants, etc.)
- ❖ Improve SH 121 visually
- ❖ Establish a 4-year university
- ❖ Create more density
- ❖ Maintain the rural areas (“countryside”) and natural green space
- ❖ Provide more housing options
- ❖ Create more character in the new residential areas
- ❖ Have more architectural diversity
- ❖ Have more population diversity
- ❖ Create walkable retail areas
- ❖ Distribute retail areas so that they are not concentrated (like the mall area is)
- ❖ Place utilities underground
- ❖ Provide for senior living
- ❖ Provide more public meeting spaces
- ❖ Create the performing arts center
- ❖ Provide visible entryways into the City
- ❖ Host more arts and music festivals
- ❖ Bring on more large corporations (employment)
- ❖ Address existing unkempt mobile home areas
- ❖ Improve energy-efficient building

QUESTION #5: GENERALLY, WHAT IS ONE OTHER CITY THAT YOU FEEL IS BETTER THAN FRISCO, AND WHY?

- ❖ Frisco is the best (21 responses)
- ❖ Any European city
- ❖ Any urban center that has successfully revitalized itself
- ❖ Addison, Texas—Great community spirit
- ❖ Alexandria, Virginia—Charm
- ❖ Allen, Texas (no reason given)
- ❖ Minneapolis, Minnesota – Lots of open, green, public spaces, water features, nicely renovated historic buildings
- ❖ Naperville, Illinois – A riverwalk area, historic downtown, a beach, parks, municipal buildings that are all connected together, multiple university campuses, and “there is always somewhere to go!”
- ❖ New Orleans, Louisiana – So interesting



- ❖ Arlington, Texas—Trees and bike paths (not the City as a whole)
- ❖ Asheville, North Carolina—Unique and it looks new but it has history
- ❖ Austin, Texas—The University; smaller homes and more space between buildings and homes; Capitol; more cultural and diversified; outdoor activities and casual, adult nightlife like patios and bands; history, trees, small-town feel, friendly/warm (6 responses)
- ❖ Baltimore, Maryland—Good integration of old and new
- ❖ Columbia, Maryland—Good blend of open spaces and development (2 responses)
- ❖ Coppell, Texas—Good schools, great parks and amenities; all brick, trees around retail, more parks (2 responses)
- ❖ Coral Gables, Florida—Elegant, with restrictions on billboards, older than Frisco but well-kept and clean
- ❖ Flower Mound, Texas—More upscale homes
- ❖ Fort Collins, Texas—Bike lane friendly, mixed use developments, can walk to retail centers (2 responses)
- ❖ Fort Worth, Texas—An overgrown small town
- ❖ Grapevine, Texas—Nice downtown, places to walk and hang out
- ❖ Henderson, Nevada (Green Valley Ranch)—Wonderful parks
- ❖ Herndon, Virginia (no reason given)
- ❖ Irvine, California—Beautifully landscaped with a balance of trees and buildings
- ❖ Irving, Texas—The Las Colinas area, and it has good recreation programs and numerous library branches (2 responses)
- ❖ Kansas City, Missouri—More open and airy; downtown is pedestrian-friendly and has visual art (2 responses)
- ❖ Kentlands, Maryland—Better design overall
- ❖ Paris, France – Culture, atmosphere, restaurants, museums; gardens and architecture (2 responses)
- ❖ Parker, Colorado – Great balance of everything (2 responses)
- ❖ Peachtree City, Georgia – A nice plan and a good mix of land uses
- ❖ Plano, Texas – More family-oriented, specifically schools; has a bike trail system; good planning; still has open feeling; school and recreation are together, use of park spaces with home communities (5 responses)
- ❖ Portland, Oregon – Limited growth
- ❖ Redmond, Virginia – Lots of green space, mixed uses buildings, better climate
- ❖ Reston, Virginia – Very green; first-class planning; good planning and execution of a town built from scratch (3 responses)
- ❖ Rothenberg, Germany – Old world charm and unique characteristics
- ❖ San Antonio, Texas – “Always a citywide party”; public/private places, the Riverwalk, parks; lots to do, not a lot of congestion (3 responses)
- ❖ San Francisco, California – A lot of character and culture, and the bay area; good transportation – easy to use and understand; transportation, open space, and pedestrian-friendliness (6 responses)
- ❖ Savannah, Georgia – Lots of public space and pedestrian-friendly areas; beautiful use of old structures (2 responses)
- ❖ Scottsdale, Arizona – Retail, open design in newer areas
- ❖ Seattle, Washington – More open and airy
- ❖ Southlake, Texas – A more upscale feeling; richer feeling; nice downtown, places to walk and hang out (3 responses)
- ❖ Sugarland, Texas – Better zoning, sidewalks, and parks





- ❖ London, England—Mass transit, much to see and do, walkable, well-maintained old homes (2 responses)
- ❖ McKinney, Texas—Historic Town Square and houses, as well as more diverse restaurants and shopping; residential and nonresidential blend well; the west side is pretty along streets like El Dorado; more Victorian homes, walking area; better dirt (6 responses)
- ❖ Upper Arlington, Ohio – Planned from the beginning
- ❖ Vancouver, Canada – Lots of parks, mixed use high density, lots of open space, and is walkable
- ❖ Venice, Italy (no reason given)
- ❖ Virginia Beach, Virginia (no reason given)
- ❖ Williamsburg, Virginia – Large trees and great architecture

QUESTION #6: WHAT DO YOU CONSIDER TO BE YOUR NEIGHBORHOOD?

- ❖ Frisco as a whole (8 responses)
- ❖ All of Preston Road
- ❖ The area of Frisco around Ash Street between 6th and 7th
- ❖ The area of Frisco around Custer and SH 121
- ❖ The area of Frisco around Main Street between the Tollway and FM 423
- ❖ The area of Frisco bounded by Rolater, Custer, West Rowlett Creek, and Independence
- ❖ The area of Frisco north of Stonebrook and west of Preston
- ❖ The area of Frisco north of the SH 121, south of Lebanon, west of the Tollway
- ❖ The area of Frisco northeast of FM 720 and Main Street
- ❖ Old Town Frisco (6 responses)
- ❖ Warren Park area
- ❖ West Frisco (5 responses)
- ❖ North Dallas
- ❖ Note: Most people responded that their subdivision was their neighborhood:
 - Autumn Park (2 responses)
 - Custer Creek (7 responses)
 - Eldorado Fairways (4 responses)
 - Frisco Heights
 - Grayhawk (6 responses)
 - Griffin Park (3 responses)
 - Heritage Village (4 responses)
 - Hillcrest Estates (3 responses)
 - Hunter's Creek (3 responses)
 - Lakeside (on Preston)
 - Lone Star Ranch (4 responses)
 - Meadow Hill Estates (4 responses)
 - Northridge
 - Oakbrook Park Estates
 - Panther Creek Estates (2 responses)
 - Plantation Resort (5 responses)
 - Preston Highlands
 - Shepard's Hill
 - Stonebriar Village (3 responses)
 - The Dominion of Panther Creek
 - The Four Corners
 - The Estates on Legacy Drive
 - The Trails (7 responses)
 - Turnbridge Manor (4 responses)
 - Westfalls Village (4 responses)
 - Windsor Place



QUESTION #7: WHAT IS THE BEST CHARACTERISTIC OF YOUR NEIGHBORHOOD?

- ❖ Note: Most people responded with more than one characteristic.
- ❖ The people
- ❖ The parks (open spaces)
- ❖ The schools
- ❖ The style, character and quality of the homes
- ❖ Its location (proximity to downtown Frisco, Frisco Commons, other parks, local schools, walkable retail, Main Street and shopping)
- ❖ The entranceways
- ❖ It is safe and secure
- ❖ It is gated
- ❖ It is well maintained
- ❖ It is affordable
- ❖ It is new
- ❖ The landscaping
- ❖ The fountains and water features
- ❖ The large lots
- ❖ The trails (sidewalks)
- ❖ The golf course
- ❖ The public spaces
- ❖ The pool
- ❖ The size (it is small)
- ❖ Surrounding undeveloped areas
- ❖ There is no surrounding retail development
- ❖ The trees
- ❖ Meandering streets
- ❖ There are no barrier fences
- ❖ Not much traffic



A Water Feature in a Local Frisco Subdivision

QUESTION #8: WHAT IS THE WORST CHARACTERISTIC OF YOUR NEIGHBORHOOD?

- ❖ On-street parking
- ❖ Bad builder[s]
- ❖ Lack of sidewalks or sidewalks that are too narrow
- ❖ Lack of trails
- ❖ It is difficult to ride bicycles or walk to amenities
- ❖ Traffic in and leaving the neighborhood
- ❖ The homes lack architectural interest
- ❖ The neighborhood lacks good design (i.e., bland, sameness, generic, no character)
- ❖ Alleys are too narrow
- ❖ Lack of community involvement
- ❖ Incompatible land uses nearby (e.g., cement batch plant, Warren Sports Complex, a Goodwill store, water treatment plant)
- ❖ Lawns are not well-maintained
- ❖ Lack of mature trees
- ❖ Lack of mature landscaping
- ❖ Lack of integration of public art
- ❖ Lack of lighting at night
- ❖ Small lots with large houses
- ❖ There is no entryway
- ❖ Lack of amenities – pools, parks, places for children to play
- ❖ The houses, roadways, and/or infrastructure need maintenance
- ❖ The trails do not connect to anything
- ❖ Flooding



- ❖ Incompatible roadways nearby (e.g., SH 121, the Tollway, El Dorado)
- ❖ The design of the streets—the lack of curves encourages speeding, not aesthetically pleasing
- ❖ Too many restrictions
- ❖ It is not gated
- ❖ The overhead utility lines

QUESTION #9: DO YOU ENVISION YOURSELF LIVING IN FRISCO IN 10 YEARS, 20 YEARS, AND/OR 50 YEARS?

- ❖ The largest number of people responded that they would continue to live in Frisco for at least the next 10 years.
- ❖ The most common reasons for continuing to live in Frisco were:
 - ✦ Work/employment,
 - ✦ Family growth, and
 - ✦ Enjoyment of their home and/or neighborhood.
- ❖ The most common reasons for moving away from Frisco were:
 - ✦ Retirement,
 - ✦ Desire to move closer to other family members, and
 - ✦ Desire to downsize their home.
- ❖ When people gave a reason for answering “no” to the 50-year question, the majority stated that they would probably be deceased in 50 years.

Table 2-1 NEIGHBORHOOD WORKSHOP HANDOUT QUESTION #9—ANSWERS City of Frisco, Texas			
Number of Years	Answer		
	Yes	No	Did Not Know/ Did Not Answer
10 Years	88 (60.6%)	9 (6.2%)	43 (29.7%)
20 Years	61 (42.1%)	23 (15.9%)	56 (38.6%)
50 Years	24 (16.6%)	46 (31.7%)	70 (48.3%)

QUESTION #10: DESCRIBE THE CITY OF FRISCO THAT YOU WOULD LIKE TO SEE IN 10 YEARS, 20 YEARS, AND/OR 50 YEARS?

- ❖ Note: Most people did not differentiate their comments based on 10, 20, or 50 years
- ❖ Key concepts included:
 - Green
 - Parks and open spaces (arboretum, the proposed Grand Park)
 - Trees
 - Low crime/safe
 - Mixed uses
 - Water & fountains
 - Gathering spots
 - Unique
 - Diverse – in age, people, and housing
 - Pedestrian and bike friendly
 - Nice, upscale retail opportunities
 - Small schools that are some of the best in the nation



- Public transit/commuter rail
- Senior living opportunities
- Well-maintained homes and businesses
- Family-focused
- Sustainable neighborhoods
- Traffic challenges addressed
- Fiscally sound
- Clean environment
- Higher education opportunities
- Community pride
- Medical facilities
- High standard of living
- Downtown revitalized

- ❖ All the benefits of a City with a small-town feel
- ❖ A destination City – food, sports, arts and social activities
- ❖ A mature City with character
- ❖ A good balance of developed and rural areas
- ❖ Cultural opportunities – more arts



Citizens Answer Questions at the April 21st NW

Issue Identification

The Comprehensive Plan Advisory Committee (CPAC) members had been involved in issue identification exercises at two CPAC meetings prior to the Neighborhood Workshops. The information from these exercises provided data on issues that citizens would likely be most interested in discussing. There were four issues groups³, as follows (in alphabetical order):

- (1) Conventional Development vs. Neo-Traditional Development & Residential Diversity
- (2) Environment
- (3) Transportation
- (4) Uniqueness/Urban Design

Each attendee had an opportunity to participate in each group for approximately 10 to 15 minutes, and then the attendees rotated to the next issue group. In the end, each participant was able to contribute to discussions on each of these topics. The following sections outline the general ideas and observations participants made about each issue during the group sessions.



Participants Discuss Issues at the Environment Issue Group Station

²⁻³ At the first Neighborhood Workshop (held on April 7th), there were six groups – Residential Diversity was a separate group, and a General Issue group was also held. However, the groups were consolidated into a total of four groups for the subsequent workshops.



CONVENTIONAL DEVELOPMENT VS NEO-TRADITIONAL DEVELOPMENT & RESIDENTIAL DIVERSITY

Conventional development is the way in which Frisco has generally been developing, with land use developed separately and the automobile emphasized. Neo-traditional development is a type of development by which small, walkable neighborhoods are created, within which varying types of land use and densities are mixed.

❖ **CONVENTIONAL DEVELOPMENT** Ideas and observations included the following:

- Conventional development is safer.
- There is a lack of walkability. The observation was also made, however, that “we like our cars.”
- There is concern about health problems, presumably resulting from the lack of walkability.
- There is a concern about the “sameness” of conventional development.
- Other ideas/observations:
 - Child-friendly,
 - Yards are good,
 - Less crowded,
 - Ages faster than neo-traditional, and
 - Like the separation of houses provided in conventional development.

❖ **NEO-TRADITIONAL DEVELOPMENT** Ideas and observations included the following:

- There is better walkability.
- There is better sense of community and there are more opportunities to meet your neighbors.
- There is better mix of uses.
- Other ideas/observations:
 - Rules/restrictions would help.
 - There would be more investment over time.
 - Parking might be an issue.



Images Depicting Conventional Development



Images Depicting Neo-Traditional Development

- Less commute time might result.
- Education about this type of development is needed.
- Central green spaces are needed.
- Neo-traditional is preferred over sprawling development.

❖ Other ideas and observations about development in general included the following:

- There should be quality and unique architecture (not “cookie-cutter” homes).
- Grid street layouts should be avoided.
- Ponds, trees, trails, parks and open spaces, and art should be integrated.
- Retail should be close by, within walking distance.
- Large and small residential lots should be mixed.

❖ Ideas and observations about RESIDENTIAL DIVERSITY included the following:

- There should be diversity of housing types throughout the City and throughout neighborhoods.
- Townhomes are preferred over zero-lot-line homes and patio homes.
- Large multiple-family developments are not desired.
- Frisco Square, Legacy Town Center, and the Park Cities are good examples of what is desired.
- The concept of needing to provide residential diversity (i.e., housing types other than single-family) is generally well-received.



Images Depicting Residential Diversity



ENVIRONMENT

- ❖ Ideas and observations about the ENVIRONMENT included the following:
 - Recycling should be increased.
 - Mobility that is focused on options other than the automobile is important—mass transit was mentioned numerous times.
 - There should be more education about water and energy conservation and about the use of fertilizers.
 - Wildlife corridors should be respected.
 - There is concern about the long-term implications of development affecting streams—water quality and water supply issues.
 - There is concern about light pollution.
 - Development should be integrated with and respectful of the environment (e.g., development around the Lake Lewisville, roadway design).
 - The protection of agricultural areas is a concern.
 - More trees are desired, especially mature trees.
 - There was concern about the desire for continued open spaces and the increasing cost of land.
 - Too much impervious coverage could have adverse effects (need more greenery, less concrete).
 - The concept of Grand Park was mentioned as being positive for the environment.



Images Depicting the Environment

TRANSPORTATION

- ❖ Ideas and observations about TRANSPORTATION included the following:
 - There is a need for an alternative to the automobile—especially due to the price of gasoline and the amount of congestion occurring.
 - A commuter rail line should be established as soon as possible. Strategic locations to which access should be provided to include Dallas, the American Airlines Center and Dallas-Fort Worth Airport.
 - There should be central rail “spine” with a bus or trolley system providing “spokes” to specific areas.
 - There is concern about the expense of mass transit.
 - Street design would be enhanced through the use of paving stones.
 - There is a need for more north-south thoroughfares.
 - Streets should be designed to include bicycle lanes. Bike safety is an issue of concern.



- Pedestrian and bicycle facilities should be provided to provide links between residential, retail and public areas.
- Landscaped medians should be integrated into the design of thoroughfares.
- Mixed use development would allow for walking and biking opportunities.



Images Depicting Transportation

UNIQUENESS/URBAN DESIGN

- ❖ Ideas and observations about existing unique elements of Frisco include the following:

- Stonebriar Centre,
- The parks—Frisco Commons, Hall Office Park,
- The statues on Preston Road,
- The sporting venues,
- The schools, and
- The historic homes around Downtown.



- ❖ Ideas and observations about Frisco's identity (in relation to surrounding cities) include the following:

- The only way people are able to distinguish when they arrive in Frisco by the statues on Preston.



Images Depicting Uniqueness/Urban Design

- The City is lacking "branding."
- The City needs clear entranceways to announce when people enter/leave.

- ❖ Ideas and observations about future elements that would help Frisco sustain its uniqueness in the future include:

- Grand Park;
- Effective mass transit;
- Continue to enhance the "view from the road" (i.e., more public art, underground utility lines);
- Make Downtown special;
- Be a destination City;



- Establish cultural venues, such as an outdoor amphitheater and museums;
- Continue to upgrade the schools, but keep them small;
- Need to continue to address aesthetics, make development aesthetically pleasing throughout the City; and
- Maintain the City's heritage.



Workshop Participants Cast Their Vote

Voting on Preferred Type of Development

The City was interested in finding out whether people preferred the following two types of development: 1) conventional development, which is the way in which Frisco has generally been developing, where uses are separate and automobile is emphasized, and 2) neo-traditional development, which is a type of development where small, walkable neighborhoods are created, within which varying types of land use and densities are mixed. In order to determine which type people preferred, images of these development types were placed side-by-side on one large board.

At the conclusion of the Neighborhood Workshop, people were asked to vote for their preferred type. Voting was conducted by participants simply placing an adhesive dot on the preferred side. The board used at the first Neighborhood Workshop on April 7th is shown in the image at the right. The cumulative voting results from all of the Neighborhood Workshops are shown in *Table 2-2*. These results indicate that while more people desire the neo-traditional type of development, many still prefer the conventional type of development for Frisco.

In Conclusion

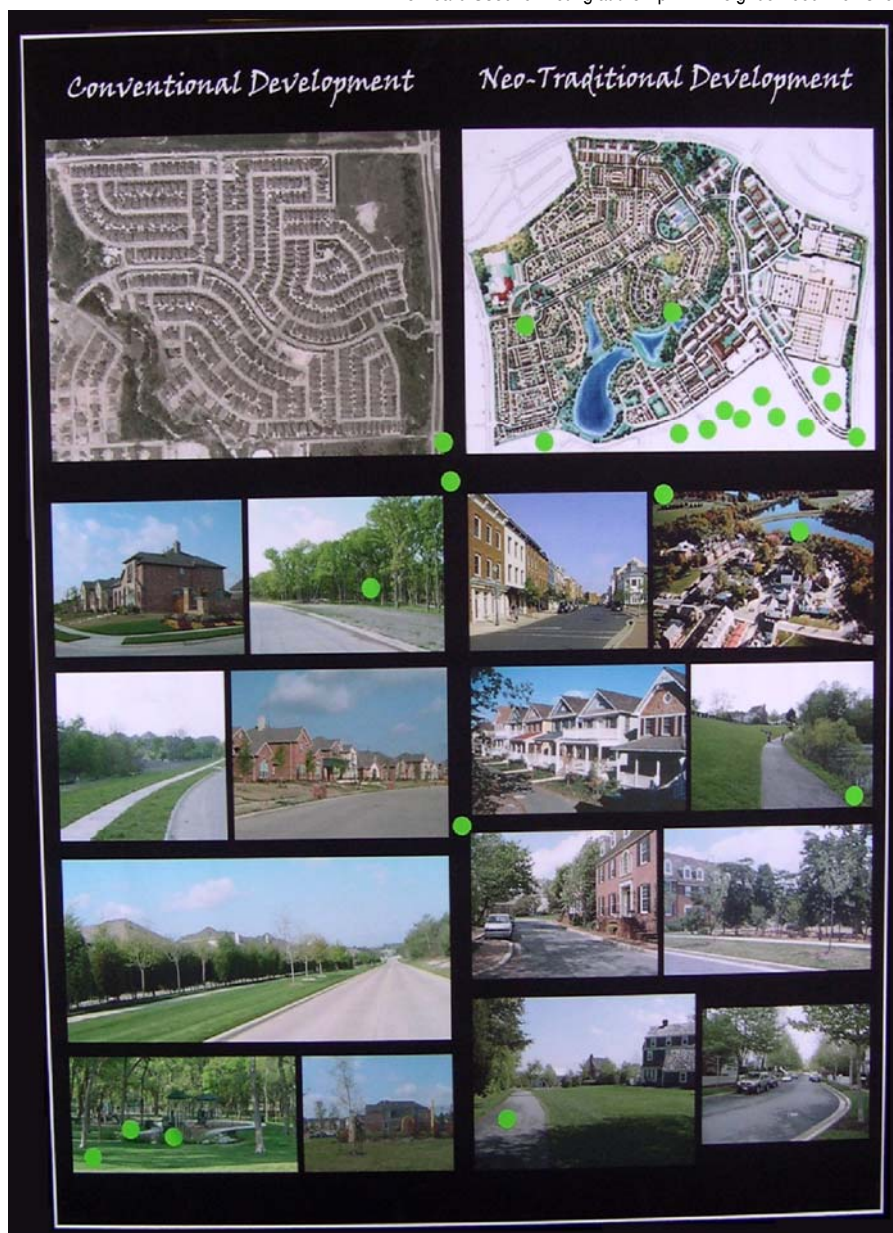
The Neighborhood Workshops were well-attended by Frisco citizens. At four different workshops held each week for a month, 145 participants came and voiced their opinions about how Frisco can continue in future years to be a premier City in which to live, grow, work, and play. Through the various exercises undertaken at the workshops—the VCS, the Handout Questions, the Issue Groups, and the voting—every participant was given the opportunity to contribute their ideas and observations about issues facing the City. The public input received at the Neighborhood Workshops represents a valuable component of the comprehensive planning process, and will be integrated into subsequent parts of the Frisco 2006 Comprehensive Plan.



Table 2-2
NEIGHBORHOOD WORKSHOPS—PREFERRED TYPE OF DEVELOPMENT RESPONSES
City of Frisco, Texas

Type of Development	Answer	
	Preferred	Undecided
Conventional	38 (36.2%)	4 (3.8%)
Neo-Traditional	63 (60.0%)	

The Board Used for Voting at the April 7th Neighborhood Workshop





City of Frisco, Texas

2006 COMPREHENSIVE PLAN

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The CPAC Visual Character Survey & Questions

The Comprehensive Plan Advisory Committee (CPAC) was issued a Visual Character Survey (VCS)²⁻⁴ on March 30, 2005. After taking the VCS, CPAC members had numerous ideas for how the images and concepts within the VCS could be improved prior to being issued at the Neighborhood Workshops. Members' ideas and concepts were incorporated, resulting in a "second version" VCS, which was the one issued at the workshops.

Due to the fact that substantial changes were made, the VCS had to be re-issued to CPAC members. This allows for an accurate comparison of how the public (at the Neighborhood Workshops) rated images and how the CPAC rated the same images. The following results represent the CPAC's rating of the second version VCS. Major differences between their results and those of the public are noted in the *Key Concepts of the CPAC VCS* section.

KEY CONCEPTS FROM THE CPAC VCS RESULTS

As was done previously within this chapter with regard to the VCS results from the Neighborhood Workshops, the specific images that were rated by CPAC members as highest, lowest, etc. are not included here; refer to *Appendix A* of this *Comprehensive Plan* for these images. The following is a bulleted summary of the key concepts that can be taken from the CPAC members' scoring of the Visual Character Survey (VCS):

❖ Highly Rated Images

- Eight of the 13 most highly rated images are those depicting public/pedestrian-oriented spaces and open spaces close to development. Members commented that open spaces made areas feel bigger, and that they liked the water features and trees. Other image types that were highly rated included street design (three images), transit (one image), and a zero-lot-line single-family home image.
- This can be interpreted to mean that members place high importance on public gathering spaces and park areas. The CPAC also recognizes that aesthetically pleasing street designs can have a positive impact on the way an area is perceived. In addition, members show an understanding that transit options and housing options other than traditional single-family are important.



This Public Space Image had the Highest Score at "4.1." At the NWs, the same Image was highest rated.

²⁻⁴ For an explanation of the VCS, how images are scored, and the concept of standard deviation, please refer to the Neighborhood Workshop section of this report.



- The highest-scoring image was the same for both the CPAC and the Neighborhood Workshops (NW). Nine of the 13 images that CPAC members rated highly were the same as those rated highly by citizens at the Neighborhood Workshops. This shows significant agreement between the opinions of the CPAC and those of the public in terms of what would be appropriate for Frisco.

❖ Low Rated Images

- Five of the 13 lowest rated images were of multiple-family development. Several street design images were also lowest rated. Other image types included retail development (two images) and smaller-lot single-family development. From the comments made, key elements that CPAC members did not like from the images included lack of good design qualities, lack of natural features (e.g., trees, lawn), and too much concrete area.
- This can be interpreted to mean that members place high importance on design quality.
- The lowest-scoring image was the same for both the CPAC and the Neighborhood Workshops. Nine of the 13 images that CPAC members rated lowest were the same as those rated lowest by citizens at the Neighborhood Workshops. This shows significant agreement between the opinions of the CPAC and those of the public in terms of what would be inappropriate for Frisco.



This Street Design Image had the Lowest Score at “(-) 3.0.” At the NWs, the same Image was lowest rated.

❖ Standard Deviation

- In terms of standard deviation, the image that was most agreed upon was an image that depicted a traditional retail development. The image that was most disagreed upon was an image that depicted a large mixed use development (specifically Mockingbird Station in Dallas).
- The results of the most agreed upon image can be interpreted to mean that CPAC members are generally in agreement regarding traditional retail development. This image rated an average score of “2.9,” suggesting that members agree that retail developments like those depicted are strongly appropriate for Frisco. From the discussions at CPAC meetings, it was determined that this average score likely would have been higher if the retail development depicted had been less traditional and more uniquely designed.
- The results of the most disagreed upon image can be interpreted to mean that CPAC members generally disagree about large-scale mixed use development. This image rated an average score of “0.9,” suggesting that members disagree one whether large mixed use developments are appropriate or inappropriate for Frisco.



This Mixed Use Image had the Highest Amount of Standard Deviation at “3.02”



- Neither of the extreme standard deviation images (least amount or highest amount) were the same as those resulting from the Neighborhood Workshops.

❖ Duplex Development

- The images that depicted duplexes that were designed to look like large single-family homes were highest rated. Others were not highly rated.
- The highest and the lowest rated images by the CPAC were different than those resulting from the Neighborhood Workshops. However, the CPAC's highest rated duplex image looked very similar to the highest rated duplex image from the workshops.



Highest Rated Duplex Image at an Average Score of "2.5"

❖ Entryway Features

- Entryway images were generally highly rated—no image depicting entryways received a negative average score. The lowest rated image still had a relatively high average score of "2.1."
- This is consistent with the voting of citizens.
- The highest rated image by the CPAC was the same from the Neighborhood Workshops.

❖ Mixed Use Development

- Images depicting mixed uses were well received by the CPAC, with no image rating a negative average score. However, images depicting tall mixed use developments or those that lacked architectural detail were not highly rated.
- This is consistent with the voting of citizens at the workshops, although citizens did rate some mixed use images negatively. Citizens and CPAC members generally like mixed use development, but the design has to be well-executed.
- The lowest rated image by the CPAC was the same as the Neighborhood Workshops.



Highest Rated Mixed Use Image at an Average Score of "3.5"

❖ Multiple-Family Development

- Although many of the lower rated images were of multiple-family development, there were several images of this type that were highly rated (three images scored "2.1" or higher). Good design was significant to the ratings, with a dramatic decrease in the average score of multiple-family images that could be considered less aesthetically pleasing.



Highest Rated Multiple-Family Image at an Average Score of "2.5"



- Many of the mixed use development images had multiple-family uses, and therefore, this can be interpreted to mean that multiple-family uses within mixed use areas may be more acceptable to CPAC members.
- CPAC members rated multiple-family more favorably than did citizens at the workshops.
- Both the highest and lowest rated images by the CPAC were the same from the Neighborhood Workshops.

❖ Open Space in Relation to Development

- All images of this type were highly rated. Members are strongly in favor of integrating open space into developed areas.
- This is consistent with the voting of citizens.
- One of the highest rated images (there were two that scored "3.6") and the lowest rated image were the same from the Neighborhood Workshops.



Highest Rated Image that shows Open Space in Relation to Development at an Average Score of "3.6"

❖ Public Spaces

- All images of this type were highly rated, with the exception of one image that depicted a poorly designed public space. CPAC members seem to be in favor of creating more public gathering areas, especially ones that integrate water features, trees, and art into the design.
- This is consistent with the voting of citizens.
- Both the highest and lowest rated images by the CPAC were the same from the Neighborhood Workshops.



Highest Rated Retail Image at an Average Score of "2.8"

❖ Retail Development

- Ratings of traditional retail development images varied, but no images rated higher than "2.8" (as shown previously).
- CPAC members find some of these images appropriate for Frisco, but comments included "too many of these" and "common for this area."
- This is consistent with the voting of citizens.
- Both the highest and lowest rated images by the CPAC were the same from the Neighborhood Workshops.



❖ Sidewalk Integration

- All images of this type were highly rated. Members seem strongly in favor of integrating sidewalks into developed areas and creating areas that are pedestrian-focused.
- The positive voting of these images is consistent with the voting of citizens.
- The highest and the lowest rated images by the CPAC, however, were different than those resulting from the Neighborhood Workshops.



Highest Rated Sidewalk Integration Image at an Average Score of "3.1"

❖ Single-Family Development

- Most of the images of this type were highly rated. One of the negatively rated images showed homes that were smaller than those typically found in Frisco. The other was of a home that was very plain and was lacking in architectural detail.
- CPAC members were more accepting than citizens in general of well-designed, smaller homes.
- CPAC members were also more accepting of less traditional single-family images, as evidenced by the highest rated image by the CPAC. Whereas citizens rated a large, traditional single-family home highest, members rated a single-family development with a central open space highest.
- The lowest rated image by the CPAC was the same from the Neighborhood Workshops.



Highest Rated Single-Family Zero-Lot-Line Development Image at an Average Score of "2.8"

❖ Single-Family Zero-Lot-Line Development

- Ratings of images depicting zero-lot-line homes varied, but only one such image rated a negative average score. Positive comments were made about porches, "good scale," and "these are needed."
- CPAC members rating of these images were generally consistent with citizens—both are amenable to the concept of zero-lot-line homes, but the design has to be aesthetically pleasing.
- CPAC members were more accepting of this type of image than citizens at the workshops, rating three images an average of "2.7" or higher. Citizens rated only one image an average score of "2.3," and none rated higher.
- The highest rated image by the CPAC was the same from the Neighborhood Workshops.



Highest Rated Street Design Image at an Average Score of "3.7"

❖ Street Design

- Ratings of street design images varied widely. Members rated highly images with bicycle lanes, curved streets, and trees. Comments that such things were lacking were made in regard to lower rated images.



- Members rated images depicting roundabouts highly, with one comment made that they work “well in Europe.”
- CPAC members generally voted more strongly with regard to street design than did citizens, suggesting that members place a little more importance on the visual image of streets in Frisco.
- The lowest rated image by the CPAC was the same from the Neighborhood Workshops.

❖ Townhome Development

- Ratings of images depicting townhomes varied, but were more highly rated than duplexes or zero-lot-line homes. No images received a negative average score.
- This suggests that CPAC members are generally accepting of this housing type if it is well-designed.
- Members were more accepting of this type of image than citizens at the workshops. The average rating overall of these images by the CPAC was “2.5.” The average rating overall of these images by citizens at the workshops was “1.5.”
- Both the highest and lowest rated images by the CPAC were the same from the Neighborhood Workshops.

❖ Transit Options (including Transit-Oriented Development images)

- Ratings of images depicting various forms of transit and related development varied widely, but were generally well-received by CPAC members.
- As was the case with the voting from the Neighborhood Workshops, the form of transit depicted had an effect on how the images were rated. This suggests that the transit type makes a difference in how well the concept is received.
- The form of transit options were rated from high to low by the CPAC as follows—commuter and light rail (average of “2.9”), bus (average of “1.9”), and trolley (average of “1.8”). Citizens rated trolley images higher than images of bus transit.



Highest Rated Townhome Development Image at an Average Score of “3.7.” At the NWs, the same Townhome Image was highest rated.



Lowest Rated Townhome Development Image at an Average Score of “1.4”



Highest Rated Transit Development Image at an Average Score of “3.9.” At the NWs, the same Transit Image was highest rated.



- It should be noted that the CPAC's lowest rated transit image (shown at the right) is a trolley. However, after discussion with CPAC, it was determined that the members like trolleys, but they did not like the temporary signs on the side of the trolley shown in the picture.
- Transit-oriented development images were received similarly to mixed use, with no negative ratings.
- Members were more accepting of transit images overall than citizens at the workshops. The average rating overall of these images by the CPAC was "2.4." The average rating overall of these images by citizens at the workshops was "1.4."



Lowest Rated Transit Image at an Average Score of "1.6"

Appendix A of this 2006 Comprehensive Plan contains the VCS results by group (i.e., Neighborhood Workshops, CPAC, etc.), and Appendix B contains all VCS images and related results by image.

The CPAC Hand-Out Questions

Like the citizens who attended the Neighborhood Workshops, CPAC members were also asked to answer a few open-ended questions at the end of the VCS handout. The first few questions related to visual and aesthetic elements of the City. The latter questions ask how CPAC members felt about their neighborhoods and about living in Frisco generally. The answers to these questions are summarized in the following sections.

QUESTION #1: WHAT IS THE BEST VISUAL CHARACTERISTIC OF FRISCO?

- | | |
|--|--|
| ❖ Everything—the great shopping, great entertainment, great public places, great art | ❖ Preston Center |
| ❖ The parks and open spaces (Central Park, Hall Office Park, the parks with lakes and walking paths) | ❖ That Frisco is upscale |
| ❖ The diversity of land uses | ❖ That Frisco is family-oriented |
| ❖ Stonebriar Country Club | ❖ The preservation of open space |
| ❖ The cleanliness | ❖ The public art (and the heritage preserved in some of the art) |
| ❖ The newness | ❖ The Ballpark |
| ❖ The Preston Road Overlay | ❖ The sports and recreation facilities for families |
| | ❖ Frisco Bridges |



QUESTION #2: WHAT IS THE ONE VISUAL CHARACTERISTIC ABOUT FRISCO THAT SOMEONE CONSIDERING MOVING TO THE CITY SHOULD KNOW?

- ❖ The traffic
- ❖ Downtown
- ❖ Diversity of living styles
- ❖ The high goals for the City visually
- ❖ There is a lot of new construction
- ❖ The variety of homes available—from old Downtown to the gated communities to Frisco Lakes
- ❖ The open, natural spaces
- ❖ There are a variety of places to be entertained
- ❖ There is retail, recreation, art, education, and public services—all has kept up with the exploding population
- ❖ It is a small town that is still growing

QUESTION #3: WHAT IS THE WORST VISUAL CHARACTERISTIC OF FRISCO?

- ❖ All of the gated communities and McMansions
- ❖ Lack of consistency in design standards from one part of the City to another
- ❖ Preston Road view—retail, retail, retail
- ❖ Traffic
- ❖ Lack of residential diversity
- ❖ Sidewalks in disrepair in older areas of the City
- ❖ Stonebrook Parkway between Parkwood and Preston Road
- ❖ The Downtown housing needs to be maintained
- ❖ The walls along all of the major arterials
- ❖ It looks too much like a bedroom community located anywhere
- ❖ The lack of trees and greenery
- ❖ It looks like a typical City at the entrances into Frisco



The Downtown Area of Frisco

QUESTION #4: GENERALLY, IF YOU COULD CHANGE ONE THING ABOUT FRISCO, WHAT WOULD IT BE?

- ❖ Establish a transit system
- ❖ Improve the schools
- ❖ Improve Preston Road—make the two inner lanes narrower to allow for a wider outside lane, which would slow traffic, provide room for cyclists, and provide a safe place for motorists should they have problems
- ❖ Have more multi-use, retail, and pedestrian areas
- ❖ Provide more diverse housing
- ❖ Provide more affordable housing and housing types for senior citizens
- ❖ Have underground power lines
- ❖ Improve the streets with landscaping and lighting



- ❖ Add "connectivity" to all parts of Frisco—not to exclude people in the south, west, north, or east. All citizens should be as important as anyone, and this should not be based on which neighborhood someone resides.
- ❖ Change some of the neighborhood layout patterns with regard to roads, access and flow
- ❖ Decrease the number of cookie-cutter neighborhoods—these have no character or elements to differentiate them from one to another
- ❖ Make the City more accessible
- ❖ Address the traffic problems
- ❖ Change the master plan for unused land
- ❖ Keep out the political correctness
- ❖ Build road before the development occurs
- ❖ Articulate the main roads through Frisco
- ❖ Provide an identity for Frisco at the edges of the City
- ❖ Have development occur contiguously, not spread out

QUESTION #5: GENERALLY, WHAT IS ONE OTHER CITY THAT YOU FEEL IS BETTER THAN FRISCO, AND WHY?

- ❖ Note: Many CPAC members listed more than one city
- ❖ Frisco is the best (6 responses)
- ❖ Atlanta, Georgia—great transit system, history, Atlanta Underground, shopping
- ❖ Boston, Massachusetts—multiple zones, street life, not a bedroom community
- ❖ Brenham, Texas
- ❖ Chicago, Illinois—the south side
- ❖ Columbus, Ohio—Rivers, sense of peace
- ❖ Fort Worth, Texas—Culturally and visually diverse architecture
- ❖ Hendersonville, North Carolina—The Downtown Main Street area has been developed into a user-friendly, pedestrian-oriented entertainment area (and it has the Smoky Mountains)
- ❖ Highland Park, Texas—It has stood the test of time, with great design, great values, good schools (2 responses)
- ❖ Houston, Texas (Hermann Park)—Roundabouts
- ❖ London, England—Much to do, easy to get around, stunning architecture, do not have to depend on a car
- ❖ McKinney, Texas—Has more visual appeal, with its trees, medians, lighting, roads, hills
- ❖ Orlando, Florida (Downtown)—Good integration of residential, retail and commercial, plus transit
- ❖ Palo Alto, California—Plenty of natural elements integrated with the built environment
- ❖ Salt Lake City, Utah—The Downtown area is beautiful, and there are gardens, walkways, a huge library
- ❖ San Diego, California—Gas Lamp District, beaches, zoo, Sea World, landscape (2 responses)
- ❖ Southlake, Texas—The Town Center area, atmosphere
- ❖ University Park, Texas—Trees, sidewalks, a neighborhood feel



QUESTION #6: WHAT DO YOU CONSIDER TO BE YOUR NEIGHBORHOOD?

- ❖ “My subdivision” (3 responses)—When I lived in an apartment I felt like I had no home
- ❖ “The place where I live”
- ❖ “My immediate surroundings” (golf course, lakes, ponds, schools) or “the immediate streets around my home”
- ❖ “Our block” and then the area of Frisco north of Main Street to Warren Park, to the Commons
- ❖ The area of Frisco adjacent to the Historic District
- ❖ The area of Frisco around Custer Creek
- ❖ The area of Frisco west of the Tollway, north of Stonebrook, south of Panther Creek
- ❖ Downtown and Stonebriar
- ❖ Downtown and Meadow Hill
- ❖ *Note:* Many CPAC members responded that their subdivision was their neighborhood:
 - Heritage Lakes
 - Stonebrook Estates
 - Preston Vineyards
 - Hunters Creek
 - Custer Creek Farms
 - Stonebriar Park
 - Stonebriar Village

QUESTION #7: WHAT IS THE BEST CHARACTERISTIC OF YOUR NEIGHBORHOOD?

- ❖ *Note:* Most people responded with more than one characteristic.
- ❖ The large sidewalks
- ❖ The ability to walk to Frisco Commons
- ❖ The parks (green space, open spaces)
- ❖ The proximity to good access via roadways (e.g., Tollway, Preston)
- ❖ The proximity to a church
- ❖ The hike/bike trails
- ❖ The style, character and quality of the homes
- ❖ The people
- ❖ The large lots
- ❖ The rear access into homes (no garages in front)
- ❖ The entryway designs
- ❖ It is well maintained
- ❖ The common areas—parks, pools

QUESTION #8: WHAT IS THE WORST CHARACTERISTIC OF YOUR NEIGHBORHOOD?

- ❖ The small lots
- ❖ An increasing number of homes becoming rental property
- ❖ The design of roads—too long and straight, leading to speeding and drive-through traffic
- ❖ On-street parking
- ❖ The lack of maintenance of some properties
- ❖ Traffic leaving the neighborhood
- ❖ The lack of diversity in the development
- ❖ Disconnected from nearby retail and commercial uses and from the rest of the City
- ❖ Railroad tracks
- ❖ Power lines
- ❖ It is difficult to walk around because of the street design
- ❖ Decentralized community areas
- ❖ The sameness—the homes lack architectural interest (e.g., no front porches)



QUESTION #9: DO YOU ENVISION YOURSELF LIVING IN FRISCO IN 10 YEARS, 20 YEARS, AND/OR 50 YEARS?

- ❖ Almost all CPAC members responded that they would continue to live in Frisco for at least the next 10 years.
- ❖ The most common reasons for continuing to live in Frisco were:

- Quality schools,
- Work/employment,
- Church affiliation, and
- Enjoyment of their home and/or neighborhood.

- ❖ The most common reasons for moving away from Frisco were:

- Retirement,
- Desire to move closer to other family members, and
- Traffic congestion.

- ❖ When CPAC members gave a reason for answering “no” or “do not know” to the 50-year question, the majority stated that they may be deceased in 50 years.

- ❖ Comparison of affirmative answers:

- Many more CPAC members answered that they would live in Frisco for the next 10 years than did the citizens at the Neighborhood Workshops—90.9 percent of the CPAC, compared to 60.6 percent of citizens.
- A slightly higher percentage of CPAC members answered that they would live in Frisco for the next 20 years than did citizens—54.5 percent compared to 42.1 percent.
- A slightly higher percentage of CPAC members answered that they would live in Frisco for the next 50 years than did citizens—22.7 percent compared to 16.6 percent.
- These differences suggest that CPAC members feel more tied to the community than the general public.

- ❖ Even among CPAC members, there was a shared perception that Frisco is not a retirement-friendly City—77.3 percent answered that they would not be living in Frisco or did not know whether they would be living in Frisco in 50 years.

- This is consistent with answers from the citizens at the Neighborhood Workshops—80.0 percent answered that they would not be living in Frisco or did not know whether they would be living in Frisco in 50 years.

<p>Table 2-3 CPAC HANDOUT QUESTION #9—ANSWERS City of Frisco, Texas</p>			
Number of Years	Answer		
	Yes	No	Did Not Know/ Did Not Answer
10 Years	20 (90.9%)	0 (0.0%)	2 (9.1%)
20 Years	12 (54.5%)	5 (22.7%)	5 (22.7%)
50 Years	5 (22.7%)	6 (27.3%)	11 (50.0%)



A Residential Area in Frisco – One of the Reasons People Responded That They Will Continue Living Locally



QUESTION #10: DESCRIBE THE CITY OF FRISCO THAT YOU WOULD LIKE TO SEE IN 10 YEARS, 20 YEARS, AND/OR 50 YEARS?

- ❖ Note: Most people did not differentiate their comments based on 10, 20, or 50 years. Due to the diversity of the answers, all answers are written here generally verbatim (changed slightly for readability).
- ❖ A City with the following:
 - A vibrant Downtown area;
 - Transit to Dallas and beyond;
 - Loft apartments and retail development along the transit rail lines for walking, shopping, eating or seeing a concert;
 - A huge park and an outdoor amphitheater for concert;
 - A 4-year university so young people can stay in Frisco and attend college;
 - Sports as an integral part of the community; and,
 - Perhaps some type of amusement attraction.
- ❖ An urban core with the following:
 - Grand Park in place,
 - Transit, and
 - Vibrancy—a place for all ages and incomes.
- ❖ A City that still has a small-town feel, but that has progressed in transportation and walkability.
- ❖ More of the same.
- ❖ A City that:
 - Is pedestrian-friendly,
 - Has a small-town feel,
 - Has lots of open spaces,
 - Has easy access to services/shopping, and
 - Has a quiet, laid-back, and relaxing environment.
- ❖ Frisco is growing at a good rate, and items such as "Grand Park," a rail system (not DART), and better traffic flow (north/south corridors) are necessary.
- ❖ A City that offers something for everyone—housing, culture, higher education, world-class medical facilities, mass transit, clean technology jobs, clean air, festivals, safe streets, friendly citizens who still believe they make a difference!
- ❖ A City that:
 - Is people-oriented,
 - With a mix of industry, and
 - With homeowners able to work within a 10-mile radius.



A Local Park in Frisco Celebrates the City's History



- ❖ A City with the following:
 - Beautiful open spaces,
 - No empty retail,
 - Lots of parks,
 - People on bicycles, and
 - People busy with things such as enjoying the library, etc.
- ❖ A City that has set the tone to create a sense of place and a sense of community (a place must evolve unto itself).
- ❖ A place where people would say "they did it right"—the value has been maintained and it is a place where people wish they could afford to live.
- ❖ A place that is clean, dynamic, fun, pretty, and safe, and that has diverse things to do.
- ❖ A mature City that has trees, art, history, open natural spaces, bike trails, identity at the edges—things one would not typically find in a bedroom community.
- ❖ A City with the following:
 - Beautiful parks with hike/bike trails and trees;
 - Interconnected residential communities;
 - Preserved open spaces;
 - A well designed street system;
 - A variety of activities (things to do);
 - A variety of employment opportunities;
 - A variety of transportation options; and,
 - A combination of new and old development in harmony.
- ❖ A place with the following:
 - A great diversity of multi-use development;
 - Places to go within the City;
 - Pleasant gathering public places; and
 - A distinctive look and feel.
- ❖ A place with great parks like Central Park in New York, Downtown San Antonio (the Market), Six Flags, a water park; and a place with civic centers for get-togethers, dances, and parties
- ❖ A City that is designed to allow all people—young, middle-age, low-income, upper-income, old, retired—to have a community to enjoy.
- ❖ A City that has maintained its dignity—property values.
- ❖ A City with the following:
 - A variety of activities (things to do)
 - A variety of employment opportunities
 - A variety of transportation options



- ❖ A place with the following:
 - Lots of trees,
 - Good roads,
 - Hike & bike trails,
 - Mass transit,
 - Retail areas within communities and with intense landscaping that removes that “sea of parking” feel, and
 - Good schools.
- ❖ A City that has:
 - In 10 years—more trees and open spaces with mixed use development;
 - In 20 years—transit and small buses, with Grand Park developed;
 - In 50 years—all the amenities of a large City with the sense of community.
- ❖ A City that:
 - In 10 years has had continued growth, but with more mixed use and with the “10 Principals of Smart Growth” incorporated into its development.
 - In 20 years is almost built out, and with the traffic problems solved with the “Smart Growth” development of the first 10 years.
 - In 50 years has maintained values and has continued to be a sought-after place to live.



Landscaping Elements in a Local Retail Area in Frisco

General Observations: Neighborhood Workshop Results & CPAC Results

The results of the VCS and the Hand-Out Questions from the Neighborhood Workshops were extremely similar to the results from the CPAC. The detailed discussion of the key concepts from the VCS shows this, as do the bulleted listings of answers to the Hand-Out Questions. The general concepts that emerged from the results of both groups were the same. Perhaps the major difference was that CPAC members’ answers to the Hand-Out Questions often had slightly more detail than did citizens’.

These results show something that is key to this comprehensive planning process—the Comprehensive Plan Advisory Committee (CPAC) is a truly representative body of the citizens of Frisco. From the entirety of the participation discussed thus far within this *Visioning* document, it can be stated that people in Frisco want the following:

Quality Design ❖ Visual Interest—entranceways, streetscape, public art, etc.

- ❖ Areas to Gather – parks, open space, public spaces ❖ Connectivity – between developed areas and to parks/open spaces ❖ Pedestrian Access Wherever Possible ❖ Mixed Uses ❖ Unique Residential Development ❖ To Feel Part of the Community ❖

What Frisco Has Now – With Improvements

Input from High School Students—Visual Character Survey & Issue Identification

Twenty-one sophomore and junior students enrolled in a Contemporary Issues course at Centennial High School participated in the visioning process for the City's Comprehensive Plan on May 23, 2005. The Frisco Independent School District offers the Contemporary Issues course through the Department of Social Studies, providing students with an opportunity to study Government, Economics, Geography, and History. Staff from Planning & Development Services presented a summary of Frisco's long range planning efforts, including a brief overview of the field of urban and regional planning and environmental, transportation, housing, growth management, and community development specializations.

The students participated in the comprehensive planning process by taking the Visual Character Survey (VCS) and participating in issue identification exercises. The survey instrument used to document the student's preferences was the same as was used to record the preferences of the general public (at the Neighborhood Workshops held in April of 2005) and those of the CPAC. The method of administration differed only in the length of time students were given to answer the open-ended questions at the end of the survey. The students were allowed to take the questions home to complete as a homework assignment.

The students' VCS results are discussed in the following *Key Concepts* section. They are then compared with the results from the general public and the CPAC. The VCS exercise prompted the students to reflect on the attributes of the natural and built environments to discern their preferences in regards to the architectural design, layout, function, and aesthetics of various development types. For the purposes of the following discussion, the term *high school students* is abbreviated with the acronym *HSS*.

KEY CONCEPTS FROM THE HSS VCS RESULTS

As was done previously within this chapter in discussions of VCS results, the specific images that were rated by the HSS as highest, lowest, etc. are not included here; refer to *Appendix A* of this *Comprehensive Plan* for these images. The following is a bulleted summary of the key concepts that can be taken from the CPAC members' scoring of the Visual Character Survey (VCS):

❖ Highly Rated Images

- Of the most highly rated images (approximately the top 10 percent), 10 of the 15 are the same as the images rated highest at the Neighborhood Workshops and/or by the CPAC. The five that were not highly rated by the general public or the CPAC are shown below. HSS highly rated images were consistent with



both other groups thematically—they are the ones depicting public/pedestrian-oriented spaces and open spaces close to development. Other image types that were highly rated included a roundabout street design image, a sidewalk image, a townhome image, and mixed use development images (two images).

- This can be interpreted to mean that high school students place high importance on public gathering spaces and park areas, as do the general public and CPAC. The HS students seem slightly more amenable to unusually designed built elements, as evidenced by the street roundabout and townhome images shown.



The 5 Images Rated Highest By HSS That Differed from NWs and CPAC Results

- The highest-scoring image from the HSS was the different than the CPAC and the Neighborhood Workshops (the two groups had the same highest scoring image). However, the image type of the HSS highest scoring image was the same, as were some of the visual elements—the HSS highest scoring image was of a public space with a water feature and landscaping.

❖ Low Rated Images

- Of the lowest rated images (approximately the bottom 10 percent), nine of the 13 are the same as the images rated lowest at the Neighborhood Workshops and/or by the CPAC. The four that were not highly rated by the general public or the CPAC are shown below. HSS lowest rated images varied greatly by image type, and included typical single-family and zero-lot-line, multiple-family, and single-use retail development.



The 4 Images Rated Lowest By HSS That Differed from NWs and CPAC Results



- This can be interpreted to mean that high school students may not like images of development types that are too dense or that are not architecturally interesting.
- The lowest-scoring image from the HSS was different than the CPAC and the Neighborhood Workshops (the two groups had the same highest scoring image). The HSS lowest scoring image was of a typical, small single-family house that lack visual appeal.

❖ Standard Deviation

- In terms of standard deviation, the images that with the lowest amount and the highest amount were of the same type—transit.
- This information can be interpreted to mean that the HSS members are generally in agreement regarding transit itself, but what is acceptable in terms of the type of transit (i.e., rail, bus, etc.) and what the transit mode looks like differs greatly.
- Neither of the extreme standard deviation images (least amount or highest amount) were the same as those resulting from the Neighborhood Workshops or the CPAC.



This Mixed Use Image had the Highest Amount of Standard Deviation at "3.89"

❖ Duplex Development

- An image that depicted a duplex that was designed to look like large single-family home was highest rated, but generally this image type scored low—the highest rated had an average score of "0.3."
- The HSS's highest and the lowest rated duplex images were exactly the same as those rated by the general public (at the workshops). These were different than the CPAC's. However, visually the CPAC's results were similar.



Highest Rated Duplex Development Image at an Average Score of "0.3." At the NWs, the same Duplex Image was highest rated.

❖ Entryway Features

- Entryway images were rated neutrally, with no image scoring above "1.5" or below "(-)0.2." This could be interpreted to mean that the HSS does not have a strong opinion about entryway features.
- The highest rated image by the HSS was the same as the highest rated by the CPAC and general public. The lowest rated by the HSS was the same as the general public.

❖ Mixed Use Development

- Images depicting mixed uses were well received by the HSS, with no image rating a negative average score.



- This is consistent with the voting of the CPAC and general public, although the public rated some mixed use images negatively.
 - The HSS's highest and the lowest rated mixed use images were exactly the same as those rated by the general public (at the workshops). The lowest rated was consistent for all three groups.
- ❖ Multiple-Family Development – Both the highest and lowest rated images by the HSS were the same as those rated by the CPAC and the general public at the Neighborhood Workshops.
- ❖ Open Space in Relation to Development
- These images were not as highly rated by the HSS as they were by the general public or the CPAC. The average score of this image type by the HSS was “1.7,” whereas the average score of this image type by the CPAC and the general public were “3.3” and “3.2,” respectively.
 - This suggests that the integration of open space with development is generally more important to CPAC and the general public than to the high school students.
 - Neither of the highest or lowest rated images rated by the HSS were the same as those of the CPAC or the public.
- ❖ Public Spaces
- Most images of this type were highly rated.
 - HSS ratings of this image type are consistent with the voting of citizens and CPAC.
 - The highest rated image differed from that of the Neighborhood Workshops and the CPAC (these two groups had the same highest rated image). The lowest rated image, however, was the same as that of the Neighborhood Workshops and the CPAC (these two groups had the same highest rated image).
- ❖ Retail Development
- These images were not as highly rated by the HSS as they were by the general public, but the ratings were consistent with the CPAC. The average score of this image type by the HSS and the CPAC was “0.8,” whereas the average score of this image type by the general public was “1.1.”



Lowest Rated Image of Open Space in Relation to Development at an Average Score of “0.0.”



Highest Rated Public Spaces Image at an Average Score of “4.1.”



- The highest rated image differed from that of the Neighborhood Workshops and the CPAC (these two groups had the same highest rated image). The lowest rated image, however, was the same as that of both the other groups.



Highest Rated Retail Images – Both had an Average Score of “3.0.”

❖ Sidewalk Integration

- Images of this type were generally highly rated. The HSS seems to be favorable toward integrating sidewalks into developments.
- The positive voting of these images is consistent with the voting of general citizens and CPAC.
- The highest rated image differed from that of the Neighborhood Workshops and the CPAC (these two groups also differed). The lowest rated image, however, was the same as that of the CPAC.

❖ Single-Family Development

- These images were not as highly rated by the HSS as they were by the general public or the CPAC. The average score of this image type by the HSS was “0.4,” whereas the average score of this image type by the CPAC and the general public were “2.3” and “1.7,” respectively.
- This suggests that single-family development is less appreciated by the HSS than it is by CPAC and the general public.
- The HSS and CPAC were consistent in their highest rated image—this image is shown on the right.
- The lowest rated image by the HSS was different than that of the CPAC or the Neighborhood Workshops (these two groups had the same lowest rated image).



Highest Rated Single-Family Development Image at an Average Score of “3.4.”

❖ Single-Family Zero-Lot-Line Development

- These images were not as highly rated by the HSS as they were by the general public or the CPAC. The average score of this image type by the HSS was “(-)0.8,” whereas the average score of this image type by the CPAC and the general public were “1.9” and “0.5,” respectively.
- CPAC members generally rated these images much higher than the HSS.
- The highest rated image by the HSS was the same as the highest rated by the CPAC and general public—although it was a much lower “highest score” at “0.4” compared to “3.6” (CPAC) and “2.3” (Neighborhood Workshops). The lowest rated by the HSS was the same as the general public.



❖ Street Design

- Ratings of street design images varied widely, but were generally more consistent with the CPAC results than the Neighborhood Workshops results.
- The HSS liked the images of streets designed with roundabouts.
- The highest rated image of this type differed for all three groups, but the lowest rated image was consistent for all three.



Highest Rated Street Design (Roundabout) Image at an Average Score of "3.9."

❖ Townhome Development

- Ratings of townhome images were generally more consistent with the Neighborhood Workshops results than with the CPAC results.
- Neither of the highest or lowest rated images rated by the HSS were the same as those of the CPAC or the public.

❖ Transit Options (including Transit-Oriented Development (TOD) images)

- The way in which the HSS rated transit and TOD images were generally more extreme (more strongly positive or negative) than the way in which the general public or the CPAC rated such images.
- As was the case with how other groups voted, the form of transit depicted had an effect on how the images were rated. This suggests that the transit type makes a difference in how well the concept is received. Bus transit images received negative average scores, while trolley and rail images were well-received.
- The form of transit options were rated from high to low by the HSS as follows—trolley (average of "1.6"), commuter and light rail (average of "1.4"), and bus (average of "(-)0.9"). The HSS rated trolley images much higher than images of bus transit.
- Transit-oriented development images were well-received, with no negative ratings, similar to CPAC's ratings.



Lowest Rated Transit Image at an Average Score of "(-)1.3."

Appendix A of this 2006 Comprehensive Plan contains the VCS results by group (i.e., Neighborhood Workshops, CPAC, etc.), and Appendix B contains all VCS images and related results by image.



Issue Identification

Like the citizens at the Neighborhood Workshops, the high school students were also asked to participate in an issue identification exercise following the VCS exercise. The issue identification exercises afforded the students an opportunity to express their concerns about the design of the built environment and use of natural resources. Three of the boards used at the Neighborhood Workshops were brought to the classroom, presented to the students, and then were discussed. The three workshop boards used were the *Environment Board*, the *Transportation Board*, and the *Conventional Development vs. Neo-Traditional Development Board*. Following is a list of the comments the students made in regards to the natural environment, transportation systems, and alternative subdivision designs.

CONVENTIONAL DEVELOPMENT VS NEO-TRADITIONAL DEVELOPMENT

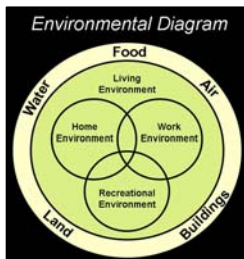
- ❖ The students stated that unique neighborhoods are better than all looking the same.
- ❖ They like that European cities have detailed architecture.
- ❖ The students also like that European cities have narrower streets.



Images from the *Conventional Development vs. Neo-Traditional Development Board*

ENVIRONMENT

- ❖ The students expressed the need for more open space areas to be preserved.
- ❖ They also expressed a desire to keep trees, and they do not want them to be cut down.



Images from the *Environment Board*





TRANSPORTATION

- ❖ The students expressed the need for more transportation options.
- ❖ The students stated that they like the look of trolleys.
- ❖ They also stated that buses are good, but that they generally do not travel where the students need to go.
- ❖ They also were of the opinion that Frisco needs roadways that have shoulders, like the roadways in California.
- ❖ Students were then asked to vote on the issue of on-street versus off-street bicycle lanes.
 - Six students were against having on-street bicycle lanes (as a separate lane on the roadway with automobiles); they want them off the road.
 - 11 students were for having on-street bicycle lanes.

General Observations: HSS Results

The HSS results from the VCS were similar to the results from the general public and the CPAC, although there were some differences. The discussion of the key concepts from the HSS describes these similarities and differences in detail. The issues identified by the HSS were also similar to those identified by the general public and the Neighborhood Workshops, although there were fewer identified by the HSS due to time constraints. In general, the HSS seem to be slightly more accepting of unusual development styles than the CPAC or the general public. Also, the HSS were more prone to expressing strong likes and dislikes of transit options. The results of the HSS participation shows that this group is generally in agreement with the public and the CPAC on what is important to the people of Frisco.

Focus Groups & Stakeholder Interviews

In June and July of 2005, numerous focus group meetings and stakeholder interviews were conducted. The purpose of these meetings and interviews was to gather input from specific interest groups with specific concerns or issues that would need to be acknowledged or addressed during the comprehensive planning process. City leaders and staff identified the various interests and related participants for the focus groups, and identified various individuals that should be interviewed. Over 100 people participated in either a focus group or were interviewed.

In order to provide the freest form of communication possible, the Consultant Team conducted these meetings and interviews. Participants were assured that although their input would be used in the planning process, it would be anonymous. The following interests were represented as part of this endeavor:

- ❖ Local Business Owners
- ❖ Downtown Business Interests
- ❖ Developers
- ❖ Frisco Developers Council
- ❖ Educational Representatives—Local Independent School Districts and Collin County Community College
- ❖ Homeowners Association Representatives
- ❖ City Staff—Engineering, Finance, Police, Fire, and Parks
- ❖ City Administrators
- ❖ Members of City Council and the Planning & Zoning Commission

As may be expected, these diverse groups had varied concerns, and often had differing views on the same subject. However, there were shared concerns about issues facing Frisco. The following issues and related opinions (in no order of priority) emerged from these focus groups and interviews.

Communication with the City

Communication with the City was an issue that was brought up mainly by homeowners representatives. It was suggested that a communication packet be sent to homeowners association (HOA) representatives on a regular basis. This packet would contain things like zoning cases or plats that may affect their neighborhoods, new ordinances, and information on planning processes (such as the Comprehensive Plan). These representatives also expressed that they liked most aspects of Frisco.



Geographic & Population Growth

The issue of the pace of population growth and where development is occurring was raised in many instances. City representatives are concerned about “satellite” development and related services. School representatives are concerned about the rapid rate of student enrollment, school planning issues, and the financing that is needed to build enough schools to keep up with enrollment levels. Providing quality services in general was also stated as an issue—from City staff levels, to educational quality, to public safety, to infrastructure. Population growth is also a concern on the part of the development community—they want the City to retain its quality and value. Developers are concerned that with the amount of development that is occurring to keep up with population growth, the quality and value of the built environment may suffer.

Employment Challenges

Local small business owners reported having a difficult time finding and retaining employees. This was especially true for lower wage and/or part-time jobs, such as a small retailer might offer. Also an issue expressed by many small business owners was the fact that their employees usually had to travel from outside of Frisco to come to work. That is, they were not able to live locally at the wages the small business owners were able to pay.

Downtown Frisco

The general consensus about Downtown was that it represents a major opportunity for Frisco. Groups and stakeholders expressed that it is part of the City’s heritage and that it should be retained. Two major issues arose from such discussions: 1) the challenge of redevelopment, and 2) the need for more things to attract people Downtown.

First, many stated the opinion that redevelopment and reuse of buildings should be supported by the City. However, those who had been involved in such projects thought that some City codes and departments hindered their progress. This was usually attributed to building codes and conflicting assessments by City departments of what needed to be done with a site or building to adhere to City regulations.



Current City Offices in Downtown Frisco



Second, there was much discussion about the types of uses that were needed Downtown. The consensus was that less office uses and more retailing uses would benefit Downtown. The groups also expressed concern about what would happen to the current City offices when the City vacated and moved to Frisco Square.

Housing Diversity

Opinions differ as to whether housing types other than single-family (i.e., townhomes, multiple-family) are needed. Some stakeholders strongly endorsed the development of alternative housing types, while others were strongly opposed. Advantages discussed included the possibility that other housing types would cost less and that certain segments of the population (i.e., new college graduates and elderly people) might be attracted to them. The most often discussed disadvantage related to the market. Many stakeholders expressed comfort with the lack of housing diversity in Frisco because they believe this is what the market wants and other housing types may not or would not be marketable in the City. One suggestion from the development community if the City wanted more diverse housing types was to provide developer incentives for including housing types other than single-family in developments.

Transit

Transit—in this case meaning commuter rail or local transit using some means other than buses—was discussed by many stakeholders. There were two major questions, however, related to this issue: 1) how would it be funded, and 2) is there really a need? Some thought there was a need because it could increase the awareness of destination points in Frisco. Others expressed indecision about whether funding would really be beneficial from a cost-benefit standpoint. Would the number of users be enough of a benefit to equal the cost of establishing and operating transit? A discussion point of many business owners was that some form of transit—that is visible and well-marketed—might help with being able to hire and retain employees. It seemed to be the general consensus that local transit was more important than regional transit for Frisco at this time.



City Identity

The need for Frisco to have a stronger established identity was mentioned numerous times. As has been discussed by CPAC, stakeholders want the City to have a separate identify from its neighbors. That is, to be distinguishable from adjacent cities.

Business owners and homeowners representatives especially expressed appreciation for the public art that the City has placed throughout Frisco. Most expressed the opinion that while the high development standards Frisco has in place are good, new development needs to continue to make a lasting, positive impression on residents and visitors.



Sculptures around the City that celebrate Frisco’s heritage may help further define the City’s identity.

Parks & Trails

Parks and trails were generally recognized as an important facet of the community. The educational representatives expressed an interest in continuing to co-locate parks and to share recreational facilities with the City. The maintenance and operation of parks and trails, as well as keeping pace with the increasing demand, was expressed as an issue by City representatives.

A concern on the part of the development community was how the City and developers participate (i.e., in terms of funding and dedication) in creating parks and trails. The development community generally endorses the establishment of trails in residential areas. However, developers also expressed some uncertainty about trail connections to nonresidential development, and whether from theory to reality, the concept would really be embraced by the public. The concept of Grand Park was also discussed and endorsed by most groups and interviewees. HOA representatives were particularly concerned with (i.e., desirous of) the integration of hike and bike trails into developed areas

Flexible/Innovative Subdivision Design

During these focus groups and interviews, time and again the development community stated the importance of the City allowing for flexibility in the design of developments. It was suggested that some means of allowing flexibility be incorporated into the development approval process. Also, developers expressed interest in innovative retail and housing development designs, but stated that they would consider these as the respective markets in Frisco evolve.

SWOT Analysis—STRENGTHS-WEAKNESSES-OPPORTUNITIES-THREATS

A Strengths-Weaknesses-Opportunities-Threats (SWOT) Analysis is a technique where various characteristics are analyzed based on their impact on the entity being analyzed. This technique was originally developed as part of strategic planning efforts for businesses. Strengths and weaknesses were thought to relate to the internal workings of a company, while opportunities and threats were thought to relate to external influences, such as market forces²⁻⁵.

However, when this technique is applied to a comprehensive planning effort for a city, the lines between internal and external are not as clear. Therefore, in this SWOT analysis for Frisco, various aspects are focused upon in a more general sense, with strengths, weaknesses, opportunities and threats analyzed for each. It should be noted that some strengths can also be considered weaknesses, some weaknesses can be considered opportunities, etc. An aspect/characteristic can often fall under *Strength*, *Weakness*, *Opportunity*, or *Threat* depending on the vantage point from which the aspect/characteristic is being considered.

The aspects/characteristics of Frisco that have been addressed within this SWOT are reflective of information gained from the *Snapshot of the City*, and of issues discussed by the CPAC and at the Neighborhood Workshops. Analysis was done on the basis of the following general questions:

- ❖ **S**trengths: What aspects/characteristics does Frisco have now that are favorable to the City and should be built upon for success in the future?
- ❖ **W**eaknesses: What aspects/characteristics does Frisco have now that are unfavorable to the City and should be realized and addressed or minimized for success in the future?
- ❖ **O**pportunities: What aspects/characteristics could Frisco seize upon as opportunities for success in the future?
- ❖ **T**hreats: What aspects/characteristics does Frisco need to effectively counteract or guard against that might have an adverse effect on the City's success in the future?

This SWOT analysis will be used in future phases of the Visioning process for this *2006 Comprehensive Plan*. Specifically, this analysis will be helpful in crafting a vision statement and a framework of principles and actions. This SWOT analysis will also help crystallize ways in which various issues can be addressed in a positive manner for the City.

²⁻⁵ Bryson, John M. And Robert C. Einsweiler, "Strategic Planning—Threats and Opportunities for Planners", 1988.



Aspects/Characteristics of Frisco Considered

On the following pages, aspects/characteristics are listed with an initial assessment of how they apply to Frisco as a strength, weakness, opportunity, and/or threat. CPAC input was sought prior to and at the June 29th CPAC meeting. Comments from CPAC members, both those submitted to City staff prior to that meeting and those made at the meeting, have been integrated into this SWOT analysis.

It was determined that the analysis would include the following aspects/characteristics of Frisco.

- ❖ Inherent Characteristics:
 - City Government
 - Community Character
 - Culture
 - Environment
 - History
 - Regional Location
 - Relationship to Regional Government
- ❖ Population Characteristics:
 - Population Growth (Recent)
 - Population, Age
 - Population, Income Levels
 - Population, Labor Force
- ❖ Economic Characteristics:
 - Economic Base
 - Retail Activities
- ❖ Development & Housing Characteristics:
 - Development Areas
 - Residential Neighborhoods
 - Housing Affordability
- ❖ Systems & Infrastructure:
 - Educational Systems
 - Infrastructure, Telecommunications
 - Infrastructure, Transportation
 - Infrastructure, Water & Wastewater
 - Park & Recreation Systems

Definition of ASPECT:

1. One side or part – a facet, phase, or part of a whole

Definition of CHARACTERISTIC:

1. Defining feature or quality that makes somebody or something recognizable

Source: The American Heritage Dictionary of the English Language



Aspect/Characteristic		STRENGTHS <i>Aspects to Build Upon</i>	WEAKNESSES <i>Aspects to Minimize and/or Realize</i>	OPPORTUNITIES <i>Aspects to Seize Upon</i>	THREATS <i>Aspects to Counteract</i>
Inherent Characteristics	City Government	<p>Frisco's government operations appear to be generally well-regarded by residents.</p> <p>Frisco's government operations are perceived to be progressive by both citizens and other communities.</p> <p>Frisco has a high level of citizen involvement.</p> <p>Frisco's City leaders are approachable and inform residents of community issues, concerns and events; they interact with citizens.</p>	<p>Government operations continually have to expand to meet the needs of the growing population, which can be challenging to a city budget and to efficient operations.</p>	<p>The City has a lot of vacant land on which to encourage unique and sustainable development through its policies.</p> <p>The CPAC's dedication to this comprehensive planning process will enable the City to have a 2006 <i>Comprehensive Plan</i> document that effectively helps guide its future.</p>	<p>Frisco may become reactive—the City needs to maintain its proactive stance.</p> <p>Frisco needs to keep its focus on quality, livability, sustainability, etc., during this period of high growth so that the City does not miss opportunities.</p>
	Community Character	<p>The pioneer heritage of Frisco is celebrated in local art and parks. This has helped the City re-identify with this aspect of its history.</p> <p>Downtown Frisco is a special area that remains intact and is going through a revitalization process.</p> <p>Many people identify with elements of Frisco that are perceived as being unique—the sports venues, public art, retail opportunities (i.e., Stonebriar), Frisco Square, local parks (e.g., Frisco Commons), etc.</p>	<p>It is difficult to distinguish Frisco from surrounding suburban cities in terms of the type of community character it has to offer citizens and visitors.</p> <p>It is also difficult to distinguish Frisco from surrounding suburban cities visually when entering into or exiting from the City.</p> <p>Many citizens identify with their subdivision or the area of Frisco in which they live, instead of with the City as a whole.</p> <p>There is a need for cohesiveness within Frisco—between subdivisions and areas of the City.</p>	<p>The City has shown its commitment to making itself unique.</p> <p>Downtown Frisco is a special historical area—Frisco has the advantage of having a Downtown with real history, which cannot be recreated (as has been attempted by some town center areas constructed to look like they are old, "turn-of-the-century" places).</p> <p>Citizens take pride in living in Frisco, and many identify it as the best place to live.</p> <p>There are opportunities to create gateways and other distinguishing elements for Frisco along major thoroughfares such as SH 121 and SH 380.</p>	<p>If development continues in the same manner it has been, Frisco could become a typical suburb that is lacking in uniqueness and sustainability.</p>
	Culture	<p>The City has pledged funding for art through a percentage of the Capital Project Funds.</p> <p>Art is currently a visible and appreciated element in Frisco. Public art is integrated along Preston Road, in Central Park, and private art is in the Preston Ridge Shopping Center and Hall Office Park.</p> <p>A Public Art Master Plan has been created.</p> <p>The City has an annual Storytelling Festival, which offers storytelling about ancient cultures and Native American legends (among other subjects).</p>	<p>Beyond the local public art, there is not much focus on culture in Frisco.</p> <p>There are limited opportunities regarding museums, theater, symphony, etc.</p>	<p>A performing arts facility for Collin County has been funded by voters of Frisco, Allen, and Plano.</p> <p>The public art in Frisco, if it continues to be increased, could be something Frisco is widely known for in the future.</p> <p>Awareness for the public art in Frisco should be increased.</p> <p>A four-year university may enhance local cultural opportunities.</p>	<p>Other cities surrounding Frisco are providing opportunities for citizens and visitors to experience culture, which could result in a loss of prestige, revenue, and/or population for Frisco in the future.</p>



Aspect/Characteristic		STRENGTHS <i>Aspects to Build Upon</i>	WEAKNESSES <i>Aspects to Minimize and/or Realize</i>	OPPORTUNITIES <i>Aspects to Seize Upon</i>	THREATS <i>Aspects to Counteract</i>
Inherent Characteristics	Environment	<p>The City has documented numerous elements of the natural environment. The City has shown responsiveness to the need to protect the environment with regulatory ordinances such as the Creek Ordinance and Green Building Program, along with an environmental focus at the staff level.</p>	<p>Some environmentally sensitive areas are already lost to development or to the adverse effects of development. Developers and builders often are not sensitive to environmental considerations. State law limits the ability of cities to apply updated standards to developing projects. It is often difficult to bridge the education gap between cities and the development community regarding the benefits of developing with the environment.</p>	<p>Numerous environmentally significant areas (e.g. creeks, mature stands of trees, vistas) remain intact and undeveloped. This provides the City with opportunities to actively preserve such areas through various regulatory means such as conservation districts, performance zoning, etc. This also provides the City with opportunities to purchase these areas and preserve them as parks/open spaces. The amount of existing vacant areas within the City provides opportunities for development to occur in an environmentally friendly manner. With all the strides the City has made to make development more sensitive to the environment, Frisco should be marketed as environmentally friendly while also being business friendly.</p>	<p>The local and regional environment may continue to be adversely impacted by development if present patterns continue. Adverse impacts include erosion of creek beds, flooding, poor water quality, and poor air quality, among others. Decreased environmental regulations at the federal and/or state level may adversely affect public awareness of environmental sensitivity.</p>
	History	<p>Citizens and visitors are being made aware of Frisco's history in various ways, one of which is through the historically based public art around the City. Frisco has established a Historic Landmark District for the preservation of significant historical, archaeological, and/or cultural interest sites or buildings (not widely used to date). The City also has an active Heritage Association.</p>	<p>Frisco's history is not widely known to citizens or visitors. The Historic Landmark District has not been applied much since its establishment. Frisco is perceived as a "new" community.</p>	<p>Heritage Village is being constructed in the downtown area. Citizens are already active in the Heritage Association, which shows an interest on the part of the local population to respect and preserve Frisco's history. The large percentage of school-age children provides opportunity for education about Frisco's history in local schools. Suburban cities are not known for their respect for local history—making local history important could provide Frisco with uniqueness in the future. A branding campaign specifically focused on Frisco's history could help educate both citizens and visitors.</p>	<p>The City's marked population growth and the decreasing percentage of senior citizens may lead to a lessening of the number of people in Frisco that know the City's history, are from historical families, or are interested in actively participating in the remembrance of historical sites and structures. The high rate of development within Frisco may lead to historic sites being developed and structures being destroyed before there is opportunity for their preservation.</p>
	Regional Location	<p>Frisco is located in the Dallas/Fort Worth Metroplex, one of the fastest population-growth regions in the United States for the past 20 years. Frisco is also located in Collin and Denton Counties, both of which have experienced marked growth in the past 10 to 15 years. Citizens are in close proximity to numerous communities, employment opportunities, and amenities (cultural venues, parks, lakes, etc.). Citizens have access to several major thoroughfares, such as the North Dallas Tollway and Preston Road (which has also been called the Golden Corridor). Citizens are also within 30 minutes of DFW Airport (which provides international air travel) and Love Field.</p>	<p>Frisco is a suburban city, and the term "suburban" often has negative connotations. Frisco is surrounded by other suburbs that many people consider to be similar to Frisco. The City is often difficult to get to and from due to the roadway congestion that has resulted from rapid population growth locally and regionally. The City is often difficult to get to and from due to the lack of alternative forms of access, such as commuter rail.</p>	<p>Better regional access could be provided through the establishment of a regional transit system.</p>	<p>Restricted access regionally, due to roadway capacity and population growth, to major employment centers such as downtown Dallas, may limit Frisco's maximum growth potential. Being surrounded by other cities, Frisco is not in control of many things that affect the City. Such things include other cities' capital expenditures and priorities (e.g., roadways), development that occurs adjacent to the City limit lines, and through traffic.</p>



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Inherent Characteristics	Relationship to Regional Government	Frisco is a member of and has a good working relationship with the North Central Texas Council of Governments. Frisco is currently a strong regional leader.		With all regional communities working together, there is an opportunity to create a single regional transit authority. The City has the opportunity as a strong regional leader to be bold in terms of regional decision-making.	Frisco may become complacent in terms of regional leadership the future.
Population Characteristics	Population Growth (Recent)	Frisco has experienced extremely strong population growth over the past 15 years (with approximately 68,000 additional people), suggesting that it is a desirable community attracting new residents.	Exponential population growth within a relatively short time period brings demands for increased services and infrastructure—water and wastewater capacity, city administrative services, roadway capacity, etc. Visually homogenous development often occurs with large population increases in a short amount of time.	Population growth increases ad valorem taxes, sales tax revenue, and other fees that provide municipal funding for services and economic development. Frisco is a desirable community attracting new residents.	The quality of the local school system could be stressed if the extreme growth Frisco is currently experiencing continues. The lack of full-life cycle living opportunities may result in out-migration as the existing population/families age. The City's marked population growth (and decreasing percentage of senior citizens) may lead to a lessening of the number of people in Frisco that know the City's history, are from historical families, or are interested in actively participating in the remembrance of historical sites and structures. If development continues in the same manner it has been, Frisco could become a typical suburb that is lacking in uniqueness and sustainability. A homogenous community may also be susceptible to economic cycles.
	Population, Age	People perceive Frisco to be a family-focused community, and a great place to raise a family. Demographically, there are large percentages of school-age children and people in the "prime labor force" group (people aged 25-44).	New facilities are needed to provide necessary services for the different age groups on a constant basis. The percentage of elderly citizens has decreased, and therefore there has been a related lack of senior-focused development (assisted living facilities, small homes, small lots). There is decreasing age diversity. There is an increasing imbalance in the ratio between families with school-age children and people/families with no children or college-age children. Frisco has the opportunity to become a multi-generational community.	Mixed use areas developing, such as Frisco Square, provide areas that may be attractive to segments of the population other than traditional families. Frisco is currently attracting a high number of people; these people will be less inclined to live elsewhere if Frisco can widen its perception as not solely family-focused, but a place for all ages. The establishment of a four-year university would enable college-age people to live in Frisco while obtaining higher education.	The quality of the local school system could be stressed if the extreme growth Frisco is currently experiencing continues. The lack of full-life cycle living opportunities may result in out-migration as the existing population/families age. The perception of Frisco as a community solely for families could result in young unmarrieds choosing to live elsewhere after college. The City may lose the well-educated, aging population by not providing for their needs (e.g., housing, facilities, volunteer opportunities).



Aspect/Characteristic		STRENGTHS <i>Aspects to Build Upon</i>	WEAKNESSES <i>Aspects to Minimize and/or Realize</i>	OPPORTUNITIES <i>Aspects to Seize Upon</i>	THREATS <i>Aspects to Counteract</i>
Population Characteristics	Population, Income Levels	Median household income in Frisco (\$79,149) is significantly higher than the State of Texas (\$39,927). It is also one of the highest median incomes compared to surrounding cities, with only Allen and Plano being comparable. This could suggest a population with more ability to pay for needed public services and to support retail and other businesses (with more disposable income).	Higher household incomes could indicate that Frisco is less affordable than some surrounding communities. This may be linked to in-balances in the local percentages of senior citizens and new college graduates. This also may cause people who are earning less than the median income (e.g., teachers, civil servants) to live elsewhere even though they work locally.	Providing housing/areas that may be attractive to segments of the population other than traditional families would help diversify income levels.	People who are earning less than the median income (e.g., teachers, civil servants, senior citizens) may be forced to live elsewhere even though they work or desire to live locally.
	Population, Labor Force	Frisco enjoys one of the most highly educated labor forces in the region. Vast corporate-level employment opportunities are available locally and in close proximity. The highest percentage of the local population is within the "prime labor force" group (people aged 25-44), and the third highest is within the "older labor force" group (people aged 45-64). Corporate industries and businesses are capable of finding employees locally, suggesting that Frisco is a good location with a quality labor force.	New college graduates are a small segment of the population, and therefore, businesses in Frisco may have difficulty hiring new graduates. Given the high level of income and education in Frisco, it may also be difficult for businesses to fill service-type positions (e.g., salespeople, restaurant workers, etc.) and other support labor, such as secretaries.	Diversification of the labor force (i.e., providing a broader selection of workers) would help Frisco be sustainable in the future. Providing housing/areas that may be attractive to a broader labor force (i.e., more affordable) would also at to sustainability. Educational institutions and diverse businesses will encourage young adults to stay in Frisco, thereby broadening the labor force.	New college graduates are a small segment of the population, and therefore, businesses in Frisco may have difficulty hiring new graduates. Given the high level of income and education in Frisco, it may also be difficult for businesses to fill service-type positions (e.g., salespeople, restaurant workers, etc.). The high cost of homes (living) generally makes Frisco an expensive place to live, which may cause people who are earning less than the median income (e.g., teachers, civil servants) to live elsewhere even though they work locally.
Economic Characteristics	Economic Base	Frisco has a good balance of property and sales tax. There are numerous local employers and businesses, including retail. Unique sports venues such as the Dr Pepper Ballpark and the Soccer Stadium provide not only direct income to the City, but also residual income from people attending sports events and spending money eating at restaurants and shopping locally.	There are few light manufacturing industries in Frisco. The City has fewer corporate headquarters than some surrounding cities.	Several new businesses that will provide retail tax revenue have recently been established—one example is IKEA. The large amount of vacant land in Frisco provides more opportunities for an increased and more diversified economic base. The success of public-private partnerships should continue. The expansion of the Dallas North Tollway and the construction of SH 121 provide further economic development opportunities for Frisco. The Highway 380 corridor is primed for development, providing another major corridor for revenue generation for the City.	Lack of diversity in the local economy and too much concentration on retail as an economic base could cause Frisco to be susceptible to economic cycles.



Aspect/Characteristic		STRENGTHS <i>Aspects to Build Upon</i>	WEAKNESSES <i>Aspects to Minimize and/or Realize</i>	OPPORTUNITIES <i>Aspects to Seize Upon</i>	THREATS <i>Aspects to Counteract</i>
<i>Economic Characteristics</i>	<i>Retail Activities</i>	Local retail businesses provide Frisco residents with an array of shopping that generally meets all the product-related needs of the local population. Frisco also serves as a regional retail hub for many people in surrounding cities, specifically with Stonebriar Mall and Preston Road.	With the exception of Downtown, Stonebriar Mall, and Frisco Square, unique retailing opportunities are limited.	Downtown Frisco is undergoing major renovations, and is anticipated to be another location for unique retailing. The success of public-private partnerships should continue. The expansion of the Tollway and the completion of SH 121 provide increased opportunity for retail development. Highway 380 will also provide another area for retail opportunities. Small retail businesses (i.e., mom-and-pop) provide opportunities for Frisco to be associated with unique businesses that cannot be found elsewhere. The City needs to stay abreast of changing demographic trends to ensure that Frisco is a City people would like to conduct retail business in the future.	Rapid retail growth and/or too much retail zoning could lead to future challenges, such as vacant buildings and failing businesses. First-ring suburbs of Dallas, such as Plano and Richardson, have been experiencing this in recent years. This could also cause retail patrons to frequent newer retail developments elsewhere.
	<i>Development Areas</i>	There is a significant amount of vacant land inside the City limits of Frisco. The City has some ETJ area that could be annexed in the future. Water and wastewater infrastructure can be readily extended to serve vacant areas of the City as development occurs.		The City must ensure that new development that occurs is reflective of the quality and type that is desired. The City must ensure that new development that occurs is sustainable—that it is reflective of a good "retirement plan."	If development continues in the same manner it has been, Frisco could become a typical suburb that is lacking in uniqueness and sustainability.
<i>Development & Housing Characteristics</i>	<i>Residential Neighborhoods</i>	Frisco has an abundance of quality, single-family homes. Many neighborhoods have amenities, such as pools, sidewalks, trails, and small parks. There are many new residential neighborhoods in Frisco, a fact which means the market is being responsive to people wanting to move to the City at a high rate. Local neighborhoods are generally well-maintained.	There is not much variety within residential neighborhoods in terms of housing types. Residential neighborhoods are not typically accessible to other land use types, such as retail or office, without use of an automobile. There is not enough attention paid to older neighborhoods in need of maintenance. This lack of attention also causes older neighborhoods in Frisco to not be as competitive with newer neighborhoods.	Frisco has many high-quality residential neighborhoods that can be made accessible to adjacent retail and office development as such development occurs. Vacant developable areas, which are in abundance, can be developed such that there is a mix of housing types and land uses in walkable configurations), thereby increasing livability and sustainability. Diverse housing can be provided throughout the City such that various types are dispersed and no area of Frisco is known as "high density" or "low density." Well-maintained neighborhoods tend to hold their value.	If residential neighborhoods continue to be developed autonomously, as they generally have in Dallas and other suburban areas, Frisco could become a typical suburb that is lacking in uniqueness and sustainability. In neighborhoods that lack uniqueness, there is less incentive to re-invest in them and therefore, they are more susceptible to blight. If residential neighborhoods continue to develop with little or no distinguishing characteristics, resale values could eventually suffer.



Aspect/Characteristic		STRENGTHS Aspects to Build Upon	WEAKNESSES Aspects to Minimize and/or Realize	OPPORTUNITIES Aspects to Seize Upon	THREATS Aspects to Counteract
Development & Housing Characteristics	Housing Affordability	<p>Home values in Frisco according to the 2000 Census are generally in the range of \$100,000 to \$199,999, which is well within the range of affordability for the local median income of \$79,149.</p> <p>The median housing value in Frisco according to the 2000 Census was higher than any other surrounding community with the exception of Plano.</p>	<p>The median home in Frisco in 2000 was less affordable to the general population than the median home in any surrounding city except Plano.</p> <p>This may cause people who are earning less than the median income (e.g., teachers, civil servants) to live elsewhere even though they work locally.</p>	<p>Frisco has a reputation for being a City with homes of quality and value.</p> <p>People are proud to be able to afford to live in Frisco.</p> <p>Frisco has a reputation for being a City within which homes appreciate in value.</p> <p>Smaller homes may help provide increased housing affordability.</p>	<p>If residential neighborhoods continue to be developed in the same manner it has been, there will be little inherent value in the neighborhoods themselves because they will not be unique.</p> <p>In such case, housing values will stay the same, instead of increasing as they do in unique areas.</p> <p>People who are earning less than the median income (e.g., teachers, civil servants) may be forced to live elsewhere even though they work locally.</p> <p>Certain neighborhoods and/or homes may have been "affordable" in 2000; however, the cost of the average home in Frisco has risen significantly since the 2000 Census.</p> <p>People who work in Frisco but cannot afford to live locally will continue to contribute to the congestion of roadways without alternative housing options.</p> <p>Land prices that are distanced from developed areas tend to be less expensive, and therefore housing prices tend to also be less – this could affect Frisco in the future as development occurs further out from the Metroplex.</p>
Systems & Infrastructure	Educational Systems	<p>Frisco ISD offers high quality education for students. The quality of the FISD is one of the contributing factors to Frisco's high population growth rate.</p> <p>Some college-level courses are available in the community through Collin County Community College's local campus.</p> <p>Most of the FISD school buildings and facilities are new.</p>	<p>There are new facilities, services, and related elements (e.g., books for libraries, classroom goods, etc.) needed for school-age children on a constant basis—marked increases in this sector of the population can be challenging to local school systems.</p> <p>The lack of stronger college-level educational facilities (i.e., a local 4-year university) may make it more difficult to recruit certain types of businesses and to attract residents seeking the lifelong learning that colleges and universities offer.</p> <p>College-age people must commute regionally to attend a four-year university while living in Frisco.</p> <p>Taxes are increasing.</p>	<p>There are 4-year university opportunities within commuting distance of Frisco.</p> <p>The City is aware of the need and desire of a local 4-year university, and the concept of Grand Park includes such a facility.</p> <p>The establishment of a four-year university would enable college-age people to live in Frisco while obtaining higher education.</p>	<p>The quality of the local school system could be stressed if the extreme growth Frisco is currently experiencing continues.</p> <p>The FISD is faced with having to construct many new schools to keep pace with growth—the FISD will have to manage this while receiving increasingly limited funding from the State.</p> <p>The FISD will have to balance funds to keep up with both the maintenance of existing facilities and services, and with the establishment of new facilities and services.</p> <p>The goal of maintaining the FISD's smaller school size may be unrealistic in the face of needed school taxes and of declining state funding.</p>



Aspect/Characteristic		STRENGTHS <i>Aspects to Build Upon</i>	WEAKNESSES <i>Aspects to Minimize and/or Realize</i>	OPPORTUNITIES <i>Aspects to Seize Upon</i>	THREATS <i>Aspects to Counteract</i>
<i>Systems & Infrastructure</i>	<i>Infrastructure, Telecommunications</i>	<p>Frisco is competitive with other surrounding communities in terms of the availability of telecommunications systems (wireless telephone, high speed internet, cable, fiber optic, etc.).</p> <p>City leaders are aware of the importance of ensuring “competitive technology choices” for citizens; this is one of the City Council's focus areas for 2005.</p>	<p>Coordination between public and private providers is a challenge.</p>	<p>Continued focus on making Frisco competitive in providing means for telecommunications will make the City a prime location for businesses and residences, as well as home-based businesses, in the future.</p> <p>The City can begin building a reserve of funds in advance of needs to be able to respond to maintenance needs as infrastructure begins to age.</p>	<p>Inadequate planning for telecommunication systems can put the City at a disadvantage for economic development.</p>
	<i>Infrastructure, Transportation</i>	<p>The North Dallas Tollway has provided much-needed access to Frisco.</p> <p>SH 121 is under construction.</p> <p>The Texas Department of Transportation (TxDOT) has authority of many of the roadways impacting Frisco, such as Preston Road and SH 121, which provides a source of funding improvements to such roadways.</p> <p>The City has recently established local bus service through an agreement with Collin County Area Rapid Transit.</p> <p>The City is updating the local transportation plan (through this comprehensive planning process).</p> <p>The City has a plan for pedestrian trails to be established throughout the community.</p>	<p>Congestion is a major concern to citizens. Other government agencies (e.g., TxDOT and the NTTA) have authority over many of the roadways impacting Frisco, which may affect timing and funding of improvements, as well as the design (aesthetics) of such roadways.</p> <p>Travel without an automobile is difficult or impractical to most destinations.</p> <p>The establishment of commuter rail is likely many years in the future.</p> <p>Alternative road routes need to be provided.</p>	<p>There is an NCTCOG Regional Transportation Plan which shows three commuter rail stations in Frisco.</p> <p>Frisco is making strides in creating walkable neighborhoods and in creating mixed-use centers like Frisco Square—these will help somewhat to reduce dependence on the automobile.</p> <p>The City will have some revenue available to expand the local roadway system through impact fees, which will help offset construction costs.</p> <p>The City can begin building a reserve of funds in advance of needs to be able to respond to maintenance needs as infrastructure begins to age.</p>	<p>The wide, high-capacity roadways that Frisco needs or will need in the future threaten to adversely affect the "small-town feel" that leaders and citizens alike desire.</p> <p>Even if the City were to construct all roadways in accordance with its current Thoroughfare Plan, congestion would still not be fully mitigated.</p> <p>Development patterns must be altered for local roadway congestion to be effectively addressed. Ways of altering such patterns includes more mixed use, more viable mobility options, and more live/work options.</p> <p>People who work in Frisco but cannot afford to live locally will continue to contribute to the congestion of roadways without alternative transportation options.</p> <p>The fact that Frisco is now being surrounded by toll roads could cause growth to slow.</p> <p>This fact could also cause rapid development of cities around Frisco because the toll roads are being constructed faster than typical state-funded roadway expansions.</p> <p>Toll roads that limit access to Frisco could make the City an expensive destination and therefore less attractive as a destination.</p>



Aspect/Characteristic		STRENGTHS <i>Aspects to Build Upon</i>	WEAKNESSES <i>Aspects to Minimize and/or Realize</i>	OPPORTUNITIES <i>Aspects to Seize Upon</i>	THREATS <i>Aspects to Counteract</i>
Systems & Infrastructure	Infrastructure, Water & Wastewater	<p>Frisco has a plan for expanding its water and wastewater systems to accommodate the level of growth anticipated.</p> <p>Frisco has modeled its water and wastewater to help address future growth.</p>	<p>If existing lines and facilities do not have adequate capacity, expansion lines may overwhelm the systems. Distribution lines are needed in the immediate future to meet growth needs.</p>	<p>With much vacant developable land remaining in Frisco, the City can take advantage of new technologies and more effective systems than have been available in the past. The City will likely have the revenue to expand these systems through impact fees.</p> <p>The City can begin building a reserve of funds in advance of needs to be able to respond to maintenance needs as infrastructure begins to age.</p>	<p>Inadequate capacity in water and wastewater systems can adversely affect not only population growth, but also the level of service for the existing population.</p> <p>If plans for expansion are not in place, population growth (by law) cannot occur.</p> <p>Funding could limit the Frisco's ability to provide necessary infrastructure.</p> <p>The City will need to have the necessary financial means to maintain and operate aging infrastructure in the future.</p>
	Park & Recreation Systems	<p>The City parks are well-regarded and offer diverse recreational activities.</p> <p>Many citizens can name several parks which they specifically like and feel are an asset to Frisco.</p> <p>The City also has several unique sports venues for which Frisco is well-known.</p> <p>There are a few lengths of established trails locally.</p> <p>The City has an adopted Hike and Bike Trail Master Plan.</p> <p>The citizens of Frisco appreciate and value parks. Citizens have identified parks as an important factor in deciding where to live.</p>	<p>For many neighborhoods, there are no parks within walking distance.</p> <p>There are many areas that lack trails.</p> <p>Opportunities for trails may be lost in some developed areas.</p> <p>It is difficult for the City to keep pace with the population and development growth in terms of providing parks and hike and bike linkages.</p>	<p>The creation of a Grand Park as suggested by ULI is a concept that citizens are excited about and for which there is much support.</p> <p>The City can differentiate itself through unique parks as the City park system continues to develop.</p> <p>Citizens are very appreciative of Hall Office Park with all the public art—this is a type of park for which the City could become known.</p> <p>The City can begin building a reserve of funds in advance of needs to be able to respond to maintenance needs as infrastructure begins to age.</p> <p>With the amount of developable, vacant land, the City has the opportunity to incorporate the concept of walkability to and from parks and in between neighborhoods.</p>	<p>Land in Frisco is becoming increasingly expensive, which may make the provision of parks, open space, and trails more financially difficult as growth and development continues.</p> <p>Funding will be needed not only to acquire and develop parks and trail systems, but also to maintain these systems.</p>

Challenges & Opportunities Diagram

The *Challenges & Opportunities Diagram* (Plate 2-1, page 2.67) identifies particular potential challenges and special opportunities for physical development in the City. Unique features of Frisco are taken into account such as topography, streams and bodies of water, developed and undeveloped land, ownership, and other features. Together, these features provide a “fingerprint” unique to Frisco, and if sensitively taken advantage of in future development, will help make it an unparalleled community, unlike any other. The following is a summary of key challenges and opportunities that are illustrated on *Plate 2-1* (page 2.67).

Challenges

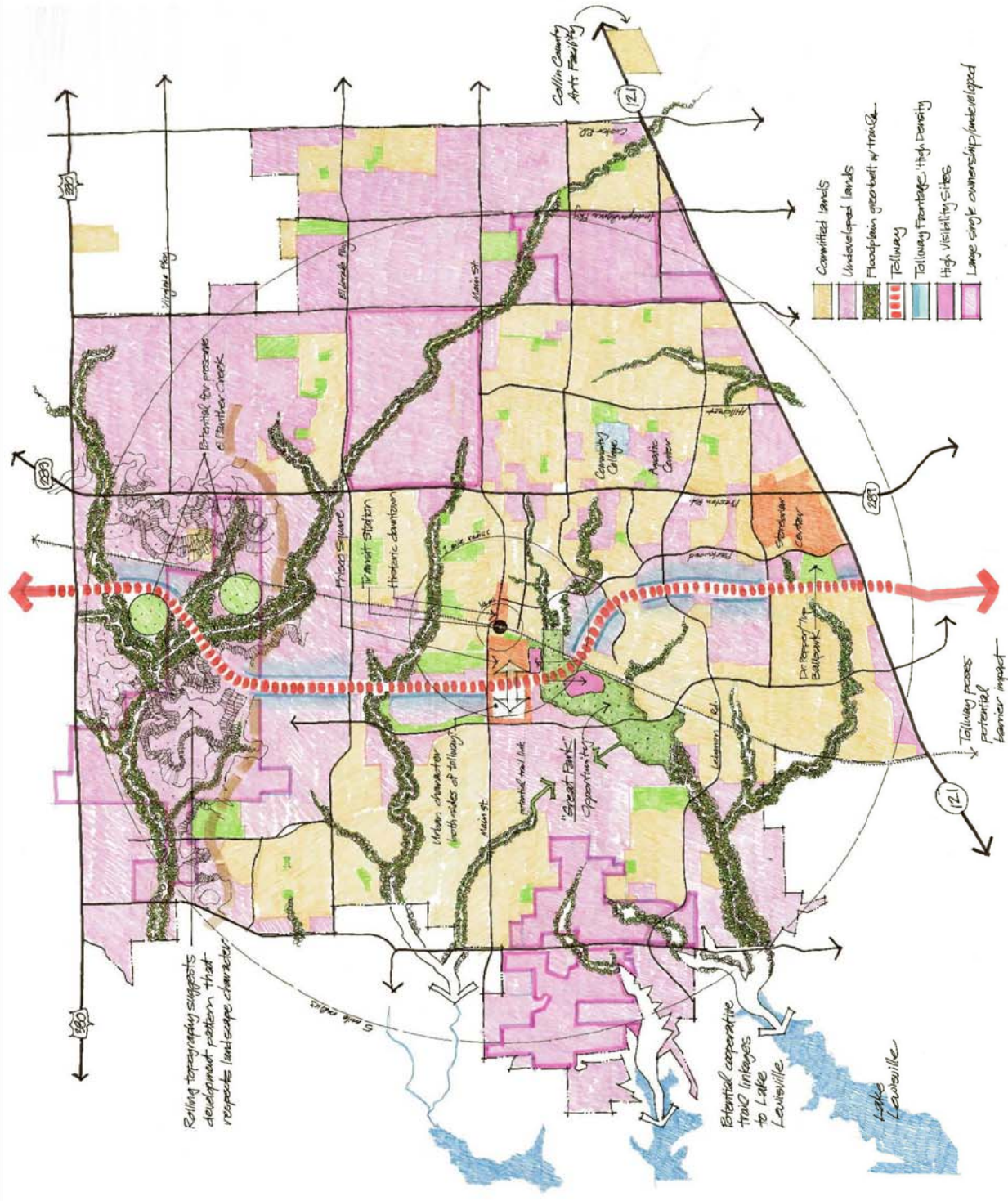
- ❖ The size and elevation of the North Dallas Tollway could create a sense of a “barrier” to the continuity of the City on both sides if measures are not taken to “knit” the City together with open space and development.
- ❖ For much of its length in other cities, Preston Road has produced “strip-style” development which can contribute to congestion and a negative community image over the long term.

Opportunities

- ❖ The City is well situated for regional access—it is bordered by State Highway 121 and US Highway 380; contains the North Dallas Tollway and Preston Road (SH 289) through its center; and possesses the opportunity for three or more transit stations along the Burlington Northern Railway line.
- ❖ The historic Downtown is located virtually at the center of the municipality, and in close proximity to the North Dallas Tollway extension, providing Frisco with an identifiable “heart.”
- ❖ An extensive creek system exists which can provide the basis for a comprehensive system of hike/bike trails linking all neighborhoods to schools, retail, employment, and major recreation areas.
- ❖ There are two major open space opportunities which can provide recreation opportunities for citizens, as well as image and identity for the community— the Grand Park area (identified by the ULI study), and the Panther Creek area with its rolling hills and vegetation. Particularly, the knoll area of the Grand Park adjacent to the Tollway can provide an immediate view to passersby, while these major open spaces in combination with the creek system, can provide a setting to attract high quality development and help maintain the City’s property values over the long term.



- ❖ The North Dallas Tollway main lanes are elevated through much of the City. They particularly provide the opportunity to provide a sense of identity of Frisco to the thousands of people who will be using it, through views of cultural facilities, major open space areas, and quality development. The bends in the roadway's alignment highlight opportunities for views of elements that communicate "Frisco is a great place to live, work, learn and play."
- ❖ The Tollway also provides the level of access necessary to attract quality high density commercial development to the City.
- ❖ Large parcels of undeveloped land still exist in the City. These parcels provide opportunities to achieve many of the goals in this plan for comprehensively planned pedestrian-oriented mixed use development and other forms of sustainable development.





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The Vision Statement

The culmination of this *Visioning* chapter is an encompassing statement that describes the overriding needs and desires of Frisco's citizens, leaders, and stakeholders. These expressions of what Frisco should ultimately be in the future have been discussed throughout this chapter. They have been derived from numerous Neighborhood Workshops, the Comprehensive Plan Advisory Committee (CPAC), various Focus Groups, and the SWOT analysis. Toward the end of the visioning process, the CPAC was asked to take all of the information obtained during the process and to create such a statement.

CPAC members began establishing this statement by brainstorming about what adjectives they hoped to retain about Frisco, or would describe Frisco in the future. Such adjectives included:

- ❖ Destination City
- ❖ Adopted Hometown
- ❖ Diversity (planned/deliberate)—for all stages of life/people/business; houses/activities
- ❖ Hometown feeling
- ❖ Dynamic
- ❖ Environmentally sensitive
- ❖ City for life
- ❖ An interconnected City
- ❖ Values its history
- ❖ Engaged citizens
- ❖ Entrepreneurial
- ❖ A City for all stages in life—for yesterday, today, and tomorrow
- ❖ Sustainable over time
- ❖ Builds enduring value
- ❖ Excellence
- ❖ World class
- ❖ Sense of community
- ❖ Design for diversity
- ❖ Design for choice
- ❖ Design for authenticity
- ❖ Design for setting for a vibrant public life
- ❖ Design for stimulus-rich environment

Ultimately, the **Vision Statement for Frisco's 2006 Comprehensive Plan** was determined to be:

Frisco is a City of excellence that honors its heritage and is committed to the present, with a deliberate focus on the future—a unique community that concentrates on encouraging diversity, preserving the environment, and creating lasting value while maintaining friendliness, livability, and vibrancy.

This Vision Statement provides the *2006 Comprehensive Plan* with a statement of intent of what the City should strive for in the coming years. This statement will be used as a guide in establishing the *Principles & Actions* within the following Chapter 3. It will also provide guidance for recommendations within this Plan.